

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

185 Madison Avenue, New York City

VOL. CXVII, No. 4 NEW YORK, OCTOBER 27, 1921

10c A COPY

B. A. I. S. 1896-1911, 1915
with N. W. Ayer & Son



Awakening Ambition

GOETHE said—"No one knows how far his powers go till he has tried."

In the cabin boy is the making of a captain. The carpenter may be the chrysalis of a great architect. The electrician's helper may harbor the genius of a Faraday. What shall awaken them?

For thirty years the International Correspondence Schools, of Scranton, Pa., have been industriously at work cleaning darkened windows. The result is one of the crowning triumphs of advertising.

By putting spurs to dormant ambition; by supplanting ignorance with knowledge, the I. C. S. message has brought happiness to thousands; turned despair to hope; evicted poverty; given success for stagnation.

In a single year I. C. S. students voluntarily reported salary increases aggregating \$20,000,000 and a shortening of 25,000,000 hours in their working time.

Today, I. C. S. total enrollments exceed the total enrollments of the 20 leading colleges and universities in the land, since their foundations, by 2 to 1.

N. W. AYER & SON

ADVERTISING HEADQUARTERS

NEW YORK
BOSTON

PHILADELPHIA

CLEVELAND
CHICAGO

Farmers Show Unusual Interest in Buying

Here are the reports of a few prominent exhibitors at a recent state fair regarding farm trade:

International Harvester Co.:	"Sold more machinery and tractors at the Fair this year than last year. Farmers showing good interest."
Montgomery Ward & Co.:	"We are tickled to death with business. Better than last year. People buying even big items, such as pianos and furniture."
Sears, Roebuck & Company:	"Report better business this year than last. Making lots of sales. Big interest shown by women in labor-saving devices."
Willys-Light:	"Our prospects are 100% better than 30 days ago. Have found little use for our credit system. If a farmer wants a Willys Light Plant, he can raise the money, and is doing it."
Triangle Motor Sales Co.:	"Farm sentiment improving. They are talking buy."
Chevrolet Motor Car of Illinois:	"Farmers are contemplating buying cars in the Spring. We are going right to work on the farmer and expect some farm business this Fall."
Oakland Motor Car Co.:	"Average sentiment among farmers is optimistic. Dealers are optimistic. Farmers are going to buy cars."

The Standard Farm Paper Unit reaches one out of every two farm homes that can be influenced through advertising.

The Standard Farm Paper Unit

The National Flexible Medium with Local Prestige

A. B. C. Circulation, 1,900,000

Wallaces' Farmer <i>Established 1895</i>
The Ohio Farmer <i>Established 1848</i>
The Wisconsin Agriculturist <i>Established 1877</i>
Prairie Farmer, Chicago <i>Established 1841</i>
Pennsylvania Farmer <i>Established 1880</i>
The Breeders' Gazette <i>Established 1881</i>
The Nebraska Farmer <i>Established 1859</i> Lincoln, Neb.

Western Representatives
STANDARD FARM PAPERS, INC.
1160 Transportation Bldg.
Chicago

The Michigan Farmer <i>Established 1843</i>
Pacific Rural Press <i>Established 1870</i>
The Farmer, St. Paul <i>Established 1882</i>
The Farmer's Wife <i>Established 1900</i> St. Paul
Hoard's Dairymen <i>Established 1870</i>
Progressive Farmer <i>Established 1886</i> Birmingham, Raleigh, Memphis, Atlanta, Dallas

Eastern Representatives
WALLACE C. RICHARDSON, INC.
95 Madison Ave.
New York City



All Standard Farm Papers are members of the A. B. C.

PRINTERS' INK

Registered U. S. Patent Office

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VOL. CXVII

NEW YORK, OCTOBER 27, 1921

No. 4

How Advertising Looms Up in Bankers' Minds Today

Welfare of Country's Business Demands Real Publicity Now as Never Before, John Fletcher Says

An Interview by G. A. Nichols with

John Fletcher

Vice-President, Fort Dearborn National Bank, Chicago

CERTAIN publishers have told **PRINTERS' INK** of having received sudden and even mysterious cancellations of advertising campaigns. The advertising would be running along and bringing good results to the apparent complete satisfaction of the advertiser. Then all at once, with no seeming reason, would come instructions to stop it forthwith.

In a number of such cases it has developed later that the cancellation came as a result of an order issued by some big bank. The advertiser was a borrower and as such had been called upon to submit a balance sheet to his banker. The latter, going over the sheet, had ordered the lopping off of "all unnecessary expenses," with particular reference to advertising.

This has been done so many times of late that there has arisen in the minds of business men a serious question as to whether the banker is a reactionary in advertising—whether he adheres to the old-fashioned idea about advertising being an expense, subject to arbitrary adjustment at any time.

According to John Fletcher, vice-president of the Fort Dearborn National Bank, of Chicago, such a fear, if fear it can be called, is unfounded. Mr. Fletcher is very sure that the bankers of the country as a whole are thoroughly

alive to the advantages and the necessity of the right kind of advertising. He cannot conceive of a banker opposing advertising as such or classifying it among unnecessary expenses. With business in its present critical condition and beginning to show signs of improvement, Mr. Fletcher believes that in many cases it would be worse than suicide to cut out advertising. On the contrary, he thinks that advertising, properly applied now so as to make every dollar of outlay give the right kind of account of itself, will bring bigger eventual dividends than ever before in business history.

"Of course I do not know the particulars in the cancellation examples of which you speak," Mr. Fletcher said. "I find it difficult indeed to believe that a bank whose prosperity necessarily depends upon the prosperity of the business interests surrounding it would strike at the fundamentals of any enterprise by ordering all advertising stopped. If it has been done, I believe I am safe in saying that the blow was struck not at advertising but at the business itself, because of its condition. Either that or the advertising was of a wasteful nature that ought to be stopped.

"Personally, I am a thorough believer in advertising. As a busi-

ness man, I could not be anything else. But the trouble with a lot of the advertising men is that they think advertising is sacred. I am here to tell you that more actual crimes have been committed in the name of advertising than in the name of liberty.

"That there can be waste in advertising as well as in anything else in business has been abundantly proved during the last few years. Sales have been so easy that advertising has been done with the utmost lavishness. Concerns have poured portions of their excess profits into advertising, thinking that thereby in some mysterious way there might be built up for them a business asset that they might realize upon some time in the future when the picking was not quite so good. Advertising appropriations were handled, figuratively speaking, with scoop shovels. There was a grand spending jamboree and the reflex action of this made much advertising insipid, lifeless and useless. Go back over the last four or five years and you will see what I mean. Just about one advertisement in ten is well written, properly conceived and efficiently executed. The remaining ninety per cent are inefficient mixtures of clever copy writing, art-work and good ink and paper.

"Money spent lavishly for this kind of advertising is money wasted. And the banker's whole nature revolts against waste—especially when it is his money. I am glad to be able to say that during the last year there is to be noted a vast improvement in the quality of printed advertising. There is an earnestness and even an eagerness that wasn't there before. Reading some of these improved advertisements, we can easily get the idea that the advertisers are out on a real quest for business, and that they are going to fight until they get it. But there still is so much of the old kind of advertising—the poor-quality kind, I mean—that the bankers naturally are just a bit inclined to be from Missouri.

"Advertisers and advertising

men, in justice to themselves, ought to get the right perspective on this tremendous and more than important business force. Many of them have treated it more as a plaything than the great power that it is. Advertising is a business essential. It must therefore be administered in a business way."

Mr. Fletcher freely admitted at this point that the bankers themselves had a lot to learn about advertising. He conceded that neither he nor any other banker had a right to give instructions on that point. But he insisted, nevertheless, that it was just as easy to be wrong and wasteful in advertising as in anything else having to do with a business and that the head of the business ought to do his very best to get right. Also, if the bank could help, so much the better. To illustrate the point, he told very frankly of the mistakes his own bank had made in advertising, of the money it had wasted and of the things it had learned.

THIS BANK IS ITSELF AN ADVERTISER

"This bank believes in advertising to such an extent," said Mr. Fletcher, "that it has what I believe to be one of the best bank advertising departments in the country. We spend a great deal of money for publicity. We have not let down during the unpleasant period of the last few months when money conditions have been such that we have not sought additional investments. We look upon our advertising as a fixture and would not think of reducing it. We could not weaken it now even temporarily, because the effect would be seen in the future.

"But it probably will surprise you to know that we are spending less money for advertising today than we did a few years ago when we had no advertising department. The difference is that the money is properly placed now and much of it was wasted then. In those days a solicitor for a banking journal or other publication might go to any officer of this bank. If he was sold on the idea he probably would order space.

Selling Christmas gifts to 60,000 New York families —at 1c per family reached

Anything which any member of a well-to-do family can be led to give as a Christmas gift can be profitably advertised in the four Christmas Numbers of the New York Evening Post Saturday Graphic—December 3rd 10th, 17th and 24th.

This gravure section reaches *every* member of the family; it combines every feature of pictorial magazine strength and of daily newspaper strength—with a perfection of printing otherwise unattainable in either.

In this Saturday supplement, Christmas gift advertising messages get across to 60,000 families on a week day when every store selling your products is open for business—and when more people are going to be out passing these stores than on any other day of the week. Every reader has an immediate opportunity for action on any Christmas gift suggestion

A 1925-line back cover in gravure costs 1c per family reached.

The service of our gravure department can relieve you of any trouble or expense in the adaptation of your Christmas copy to gravure.

New York Evening Post

120th YEAR

L. D. FERNALD, MANAGER OF ADVERTISING
ROBERT H. FLAHERTY, WESTERN MANAGER
Westminster Building, Chicago

Or the same transaction might take place at my desk or that of any of the other officials. The result was a really large sum of money spent for advertising and spent in a way that a good part of it was wasted."

Mr. Fletcher believes that manufacturers and others should advertise today as never before, not so much from a standpoint of getting or increasing immediate sales, but to nail down an absolutely bombproof reputation.

"This is the reason," he said, "that advertising should be consistent and steady. People who trim their appropriations simply because immediate sales are dropping are missing the big issue in advertising as the banker sees it. Advertising, properly conceived and placed, is the thing that builds reputation. Reputation is the force that influences a banker when it comes to extending credit."

ADVERTISING THE FORCE THAT CREATES GOOD-WILL

And right here Mr. Fletcher voiced a sentiment that ought to be framed and hung up in the office of every business executive in America. Here are his exact words:

"Bankers always have based credit on good-will. But it is only comparatively lately that they have come to know what produced the good-will. The force that produces good-will is advertising. Advertising therefore is really one of the fundamentals of credit."

It should be made plain here just what Mr. Fletcher means by good-will. He does not mean it in the commonly accepted banking sense of the term. For example, a concern may value its good-will at a million dollars and rate it as such on its statement. But when the statement is taken to the bank the good-will item is cut out. It means nothing so far as getting a loan is concerned.

"The kind of good-will I mean," said Mr. Fletcher, "is best illustrated by an incident that came under my observation only last week in New York. A cer-

tain manufacturing concern whose product has become universally known through advertising wanted to float a bond issue for a large sum. In its transaction with the New York financial house that was to underwrite the issue it had submitted the conventional statement of its assets and liabilities. Valued at a most conservative figure, it was found that the company's physical assets—factory, equipment, stock on hand and so on—were worth a sum considerably in excess of what would be required to make the loan safe, computed on a dollar-by-dollar basis. In other words, the company was well worth the amount and the investment would be conservative and safe.

"But this was not what caused the loan to be made. The condition of the money market is such at present that the showing of the company up to this point, promising though it was, would not get it the loan. The thing that did it was the great advertising asset that had been built up for its goods. The people of this country are so familiar with the company's trade-marked name that they could almost substitute the trade-mark for the generic name. It is easy to see that such an asset transcends every other thing a factory might possess.

"Another concern could camp right down beside this one, build a bigger factory, invest more money in machinery, have greater physical assets, smaller liabilities and a much superior product than the one we are discussing. It could go to a bank under present conditions, make a complete showing of all this and be turned down in the matter of a loan. The difference would be that it would not have the advertising good-will that is possessed by the other. Here, it seems to me, is an unanswerable argument in favor of advertising consistently and sufficiently in behalf of reputation rather than immediate sales—also why any concern that has allowed itself to drift into a careless attitude toward advertising in these

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The American Boy and his teeth!

Boys of today realize far more than did their mothers and fathers at a like age what it means for the future to care for their teeth! These boys are buyers of dentifrices and tooth brushes; their impressions often sway whole families!

Important manufacturers of these toilet necessities are consistent buyers of space in THE AMERICAN BOY! They know the present-day boy possibilities—and they KNOW WHAT THIS MARKET MEANS TO THEIR BUSINESS IN FUTURE YEARS.

THE AMERICAN BOY is read each month by over 500,000 boys, averaging from 15½ to 16 years—every one the liveliest kind of a prospect!

THE AMERICAN BOY

"The Biggest, Brightest, Best Magazine for Boys in All the World"

THE SPRAGUE PUBLISHING CO., Detroit, Mich.
(Member A. B. C.)

Branch Offices: 286 Fifth Avenue, New York; 1418 Lytton Building, Chicago



In one issue

a characteristic showing

THE October issue of the Ladies' Home Journal carries a characteristic amount of advertising produced by this agency. These advertisements—fourteen of them, from 46 lines to double spreads—illustrate kinds of advertising which are *paying* today.

The only two double-page spreads in the issue—Wool Soap and Printzess Coats and Suits—

The three color pages—Lux, Woodbury's Facial Soap and Carter's Underwear—

Five black and white pages—Fleischmann's Yeast, Libby's foods, Cutex, Fur Fabrics, and Pond's Vanishing and Cold Creams—

The half page for Maisonette Apron Dresses—the quarter pages for Corticelli





Yarns and for Dr. Scholl's Foot Comfort Appliances—

The forty-six line copy for Peace Dale Yarns.

The J. Walter Thompson Company has grown large by *intensive work* on a *small number* of accounts.

J. WALTER THOMPSON COMPANY
Advertising

New York • Chicago • Boston • Cincinnati • Cleveland • London

"Speed the Revival of Industry" Is Business Paper Convention Aim

Associated Business Papers and National Conference of Business Paper Editors Meeting in Annual Convention at Chicago

PRINTERS' INK's Convention Headquarters, Chicago, Special by Wire.

THAT the business papers of America now have unprecedented opportunity for service that will speed the revival of industry was the keynote at the annual convention of the Associated Business Papers, Inc., and the annual National Conference of Business Paper Editors at Chicago, which started on October 24.

Great enthusiasm greeted a suggestion from James H. McGraw, president of McGraw-Hill Co., Inc., when he said that business papers should strive to increase their monetary returns not as profit for owners, but as a means of strengthening their editorial appeal and service. Mr. McGraw said in part:

"If business papers collectively and individually can instill into the minds of the thinking men of industry the gospel of intelligent work, we will have performed a tremendous service.

"But if the task be hard, if it require editors and publishers with big brains and great vision, the prospective reward is correspondingly great. Never has there been such an opportunity. Never were our industries more in need of help. Never would they be more grateful for true and full pictures of conditions, for wise counsel, and courageous leadership, as a result of unselfish devotion.

"To do all this costs money. Men who can dominate an industry, be they editors or publishers, are not to be held with paltry salaries or poor prospects. Such men are in demand by the aggressive businesses of the country. Not only are the requisite leaders high-priced men but they must be equipped with competent staffs. A man who is out in the forefront of an industry cannot be burdened by desk detail.

"It is evident then that the business papers need larger incomes. We need them not that our own pockets may be lined with profits, but that we may turn back into American business a degree of service which in turn will be a fruitful developer of our industrial and commercial life. This is a time when we should think how much we can give rather than how much we can get. We should give all that we can first, hoping there will be a margin of profit. This is a time for more patriotism, for greater leadership and for less selfishness. The business papers must make the first investment, living up to this thought. With the opportunities that are ours today, the watchword must be: Dividends small; Service large. We must be bulls on American business and not fear to make an investment in the affections and confidence of American business men. If we extend help to American business when it is down, if we help to bring it up, we can safely count upon a full reward when the sun of prosperity shines. American business has never failed to reward those who rendered a high-class service."

Similar ideas were expressed by F. M. Feiker, assistant to Secretary of Commerce Hoover in a speech on "The Relation of the Department of Commerce to Business Papers." At a meeting of business paper editors he told of the conferences that Secretary of Commerce Hoover had held with business paper editors for the purpose of giving them inspiration which they could pass along to business men. He declared that business papers could do much to hasten the era of proper understanding between capital and labor.

E. R. Shaw, of Chicago, publisher of *Power Plant Engineering*, greeted the members of the

A Big League Sunday Newspaper

The Des Moines Sunday Register invites comparison with any Sunday newspaper published in a city of 500,000 population or less.

More than 100,000, ten cents a copy, net paid circulation concentrated in one state—Iowa.

Associated Press, Public Ledger, United Press and New York World wire service.

Nine sections, including 8-page photogravure (locally edited—printed by Alco-Gravure,) boys' and girls' supplement and color magazine.

Write for a specimen copy of the Des Moines Sunday Register. You'll be suprised.

REPRESENTATIVES:

I. A. Klein, Metropolitan Tower, New York City.
Guy S. Osborn, Chicago, Detroit, Saint Louis.

association. M. C. Robbins, president of the Associated Business Papers, in an address following Mr. Shaw's greeting, suggested that the editors of the business papers should be admitted to membership in the association instead of having a separate organization. "The Associated Business Papers," he said, "should be divided into advertising, circulation and editorial departments, each department having a chairman who would be an honorary vice-president of the association."

Jesse H. Neal, executive secretary of the Associated Business Papers, in a report which commented upon the present business situation, said:

"The true test of a building is its ability to weather the trial and stress of storms. Business papers have been tried by this test during the past year and have not been found wanting.

"They have carried the banner of good cheer and constructive optimism without sacrifice of their obligation to report the truth to their respective constituencies. By wise counsel and practical advice they have pointed the way out of many difficulties; have stimulated new activities; and by showing their readers how to fight intelligently and to good purpose, have done much to bring about an early revival of normal conditions."

Mr. Neal reported a net gain in membership over last year of five, the total now being 122. The financial statement showed a cash surplus of over \$14,000.

He reviewed the efforts made in establishing working relations with advertising agencies, and told of the work done to maintain the standards of practice among business papers; of the advertising and promotion work; of the achievements of the association in helping the government to dispose of surplus property; of the work of standardizing practices; the development of statistics; the support of educational activities; legislative work, conventions and exhibits.

In an executive session Harry Tipper, of *Automotive Industries*, submitted the report of the com-

mittee on agency relations, and Earl B. Hill read a report prepared by the surplus property committee. Both of these reports were accepted.

An amendment to the constitution of the association, which limits the term of members of the executive committee to four consecutive years was adopted.

Much discussion followed a proposal that all members of the association should be required to furnish a satisfactory circulation audit or resign from the association. The need of such action was accepted in principle at this session, but there was some difference of opinion as to the application of such a rule. The matter was referred to the executive committee with orders to report later.

A joint conference of the National Conference of Business Paper Editors and Associated Business Papers was held on Tuesday morning, with Clay C. Cooper, manager and editor of *Mill Supplies*, Chicago, as chairman of the session.

The annual banquet of the association was held on Tuesday night at the Congress Hotel, and was attended by advertising men in general. Hon. J. Hamilton Lewis, former U. S. Senator from Illinois, spoke on "Government Problems." State Senator John Dailey, of Illinois, told of the work done by Illinois legislative committee in uncovering abuses in building material industry and trades unions. An entertainment feature, burlesquing publishers and the publishing business, was provided.

The sessions of both organizations, the Associated Business Papers and the National Conference of Editors, were well attended and much earnestness was shown in discussions.

"Commerce Reports" Now Have Illustrated Cover

A picture of a United States freighter loaded with American products and steaming across the waters of the China Sea, with a Chinese junk in the background, is being used as an illustration for the cover of the Government's "Weekly Commerce Reports." The issue of October 24 is the first to have an illustrated cover.

The Tide of Trade Has Turned in South America

La Nacion

Buenos Aires

El Mercurio

of Chile

El Comercio

Lima, Peru

Diario del Plata

Montevideo

El Plata

Montevideo

La Cronica

Lima, Peru

Variedades

Peru

Zig-Zag

Sucesos

Familia

Chile Magazine of Chile

Mundo Uruguayo

Uruguay

Revista da

Semana

Brazil

Street Cars

Buenos Aires

Montevideo

Stocks of American goods in South American custom houses are being rapidly liquidated.

Merchandise worth 31,000,000 gold pesos has been taken care of since January, 1921, in the Argentine alone.

Exchange has materially improved in all the principal South American countries and is continuing its upward course.

Europe is not making good on its promises of lower prices or better deliveries.

South American merchants have not been "buyers" for a year past, but must soon enter the markets to replenish their stocks.

They will buy here or elsewhere, depending on the sales efforts made to get the orders.

Optimism was the keynote of the recent convention of the American Manufacturers Export Association.

But optimism amounts to nothing unless translated into action.

The time to act is NOW.

We'd like to talk it over with you.

S. S. KOPPE & COMPANY

Publishers' Representatives

503-4 TIMES BLDG., NEW YORK

Bryant 2430

Collier's

THE NATIONAL WEEKLY

7¢ a copy

The lowest
advertising rate
in the national
periodical field
is in Collier's.



Rate Reduction

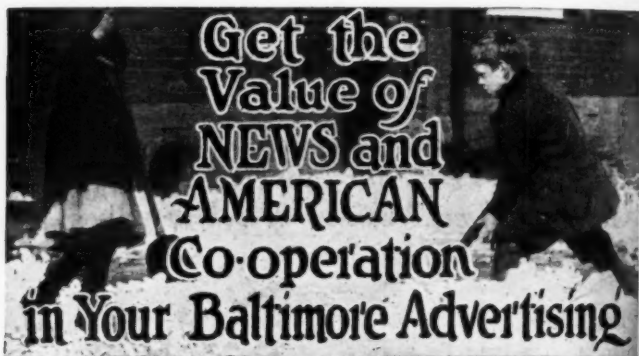
Effective with the issue of November 26th, the rates for advertising in Collier's, *The National Weekly*, will be as follows:

Per Line	\$ 5.00
Black and White page	3,000.00
Half page	1,500.00
Quarter page	750.00
Inside Color page (<i>two colors</i>)	4,000.00
Inside Covers (<i>two colors</i>)	4,000.00
Center Double (<i>two colors</i>)	8,000.00
Back Cover (<i>two colors</i>)	5,000.00

This reduction is in accord with plans for the sound development of Collier's, which includes giving to advertisers the most favorable rate.

Collier's
THE NATIONAL WEEKLY

CO-OPERATION



IN deciding what is and what is not legitimate co-operation on the part of the newspaper with its national advertisers and prospective advertisers, The NEWS and The AMERICAN have worked on the theory that this co-operation should be of a character which would help make their columns more productive, rather than of a kind which will make the best selling point or solicitation in the getting of other advertising contracts.

Co-operation in the shape of route lists which, in some instances have reduced the selling time in Baltimore of an expensive crew, costing \$100 a day, by two weeks or more, adds very materially to the value of the space we are selling at our rates. We will print broadsides, send out letters to the entire retail trade in any line, do anything in fact that the advertiser wishes of this general nature even though it seems to us beyond the range of what should be regularly expected of newspaper co-operation provided the advertiser will pay the expenses involved.

But bulletining the wholesale drug and grocery trade with announcements of campaigns about to begin or under way, giving reprints to the salesmen working in the field, making manufacturer's agent connections for firms wanting representation in this market, calling with salesmen on prospective wholesalers, and the most important pivotal retailers, to the extent of twenty-five or thirty calls all told—getting all possible tie-up copy—strikes us as coming within the limits of co-operation which helps to make our space more productive, and which we accordingly gladly extend to every advertiser using our columns.

The above helps to answer the question so frequently asked "What will you do in the way of co-operation?" At a general thing we do more than we promise and more than we are asked applying the exact scope of our co-operation to the peculiarities of each individual case.

THE BALTIMORE NEWS

Evening, Daily And Sunday.



The Baltimore American

Morning, Daily And Sunday.



DAN A. CARROLL
Eastern Representative
150 Nassau Street
New York

have a word
Advertising Manager

J. E. LUTZ
Western Representative
First Nat'l Bank Bldg.
Chicago

Singer Sewing Machine Company Starts Newspaper Advertising

Seventy-Year-Old Company Breaks Precedent and Points a Lesson

WHEN a company as old, as big, and as conservative as the Singer Sewing Machine Company picks 1921 as the year to bring forth a new leader, and backs this leader with a concen-

policy. The fact that 1921, when many other concerns have been pulling in their horns, has been chosen by this great manufacturing retailer to push its new prod-

uct points a lesson which other manufacturers and bankers could observe with profit.

The Singer Manufacturing Company was organized back in 1863 to take over a business established about 1850. At the present time it is reputed to make about 80 per cent of the world's output of sewing machines, which comprise more than 800 different types. They are distributed throughout the world by means of the company's own retailing organization, which embraces approximately 6,000 stores and employs 60,000 salesmen in all parts of the world. Throughout the entire history of the company, it is stated that never a cent of money has been borrowed to carry on this tremendous business, either by issues of bonds or notes or from bankers, notwithstanding

the fact that during the course of its development it has constructed and equipped many millions of dollars' worth of plants and buildings. The organization which has built up this great volume of trade and which has financed itself out of its own profits consists of the home office in New York, four factories in the United States and five others in Canada, Scotland, Germany, Austria and Russia.

**Announcing—
An Epoch-Making
Event**

In the **BUILT-IN Electric Motor**
geared directly to the sewing
mechanism that makes

SINGER No. 101
the simplest and most easily
controlled, electric sewing
machine ever produced.




THIS is the **ONLY** family sewing machine that gives the full energy of electric power through its most scientific applications.

It is just seventy years since Singer invented the first practical sewing machine. Now—in 1921—the accumulated experience of nearly three-quarters of a century has resulted in the famous Singer achievement—**THE SINGER NO. 101—IN A CLASS BY ITSELF—NO OTHER LINE IT.**

AND this wonderful machine is

completely concealed in a beautiful table fit for any room.

In price not only covers the best family labor-saving device ever produced but also a piece of furniture of the best construction, made in various woods to suit your taste.

There are other new and interesting features which we want to show you—**THE SINGER SEWLIGHT**, a new method of bobbin-winding, etc., etc. A few minutes spent with us will interest every intelligent woman and give her first-hand knowledge of the new electric sewing machine of **TODAY** and of the **FUTURE**.

The Cabinet Table
used as a sewing
desk

SINGER GROUPS are maintained for your convenience as fine schools of instruction by experts in the use of your sewing machine; for the supply of the best material and oil, and for **REPAIRS**, **STITCHING** or **ALTERS**. Request for all machine or machine.

**EASY PAYMENTS
LIBERAL EXCHANGE ALLOWANCE FOR
YOUR OLD MACHINE**

You are cordially invited to see a demonstration of this wonderful sewing machine either at our shop or in your home.

Sold only by

Singer Sewing Machine Co., Inc.

30 N. Pearl St. Albany, N. Y. Tel. Main 146

AN OLD-ESTABLISHED COMPANY INTRODUCES A NEW LEADER,
VIA ADVERTISING, IN A "BAD YEAR FOR BUSINESS"

trated advertising drive, the action is significant. Even more significance attaches itself to the decision when it is considered that newspaper advertising for the Singer Sewing Machine Company is a big breaking away from precedent. Not in fourteen years has any newspaper space been used by this great organization, so that the present campaign on its new product represents a big change in advertising as well as in production

On the top floors of the world-famous Singer Building, in New York, the activities of this organization are correlated and handled. In the United States, for example, the country is divided into a given number of territories and these in turn are subdivided into 100 or more departments and divisions. In these divisions there are more than 1,800 stores. Central agents take charge of the various territories and under them are a larger number of supervising agents. Retail shops controlled by the company are in charge of a managing salesman or saleswoman. The great number of outside salesmen and collectors turn their business into the shop under whose particular jurisdiction they come. The entire \$90,000,000 organization is thus built up from the nucleus of the retail shop which in all parts of the world is native in everything except the final direction of policy.

Every Singer shop, no matter where it is, makes itself thoroughly at home. In India the manager probably wears a turban. In every country he is probably a man who speaks the language, knows the natives and dresses in the native garb.

In every locality, whether it is in some far-flung portion of the globe or in East Aurora, N. Y., the local Singer store fits itself closely into the business life of the community.

Each manager, being a native of the place, is supposed to know local conditions and in everything except the direction of final policy, he is the Singer Sewing Machine Company itself. The details of final selling are up to him.

COMPANY SEES A GENERAL RETURN TO MORE ACTIVE BUYING

The present advertising campaign, which is running in large newspaper space in a selected list of cities, is therefore built around the local Singer store. The fact that the Singer is taking the present time to come out with its new leader in the newspaper campaign has a further significance. At the beginning of each season every central manager of the company

draws up and sends to New York a forecast of the coming period, its prospects and trade probabilities. These forecasts, with the orders constantly filtering through from each local manager, keep the company well informed regarding local conditions in all parts of the world. With its finger continually upon the economic pulse of the world, Singer picks the present moment to try out its new leader.

In all these seventy years of corporate life able and conservative management must have been necessary to enable the company to make the sort of dividend record which the Singer Manufacturing Company has made. From 1898 up to and including the year 1920, cash dividends have averaged 18 per cent per annum. In addition to this, the company has paid stock dividends of 200 per cent in 1900, 100 per cent in 1910 and 50 per cent in 1920.

One of the big reasons why the company has been able to show this long record of successful operation is that at the very start it has been the company policy to spend as much as, and even more, in developing new and better machines than it has spent in selling them. The very best brains obtainable have labored for years to develop the more than 800 different types of machine which the company makes. All factories are equipped with the most elaborate apparatus for making the fittings of the sewing machine. Parts have been standardized and fittings may be supplied very quickly. A special expenditure for the perfection of the product supplies one of the real essences of a successful merchandising and selling policy. And yet it is perfectly conceivable that a company which had discovered a new and better product and finally perfected it would wait until "times were better" before attempting to launch it.

The new Singer No. 101, with the built-in electric motor, geared directly to the sewing mechanism, and the whole concealed in a cabinet table, is the leader behind which the present advertising is being placed.

Advertising Enables Manufacturer to Control His Production

No Longer at the Mercy of Jobbers, Brokers and Other Manufacturers if He Has a Standard Branded Line That Is Known to the Public

By Roy Dickinson

THE head of one of the largest textile mills in the country, whose plants have been running on a two-day-a-week schedule, made a statement to me last week which brings home a sometimes overlooked fact regarding the merchandising of trade-marked, advertised goods.

He was asked whether, in his opinion, the mills would have continued operating on full production for a longer period, or been able to reopen any sooner, if his product had been trade-marked, and merchandised in a different manner.

For thirty years he has employed thousands of operatives and looms to turn out a product which, in a sense, is a basic material used by other manufacturers making a wide variety of articles. Most of the latter are sold under trade-marked names, and reach the final buyer through the jobber-retailer route. The maker of the basic material has been solicited strenuously by agencies for at least eight years.

His answer to my question bearing on unemployment shows how the present period has "sold" him on the value of a different merchandising system. "I feel confident now," he said, "that had my goods been trade-marked and their quality and merits made known to the final buyer with whom I never came in contact, I would have been able to operate on full production longer than I did. And I would now have three times the number of looms working, were my product standardized. A few months ago we were in the same position as certain industries in the metal trades, that do not come near the final consumer, find themselves today. No orders came to us from our customers. Our salesmen were

told by the firms buying of us, as the orders for the products manufactured from our basic material had fallen off, that they had plenty of our various grades on hand. There was a backwash of our product. We cut down our forces. We tried to keep the organization together by part-time employment—we rotated jobs, we reduced the number of hours per day and spread our work out as much as possible. We divided those workers we kept into groups, alternating weekly. Some of this time we were manufacturing for stock, but for us this was a dangerous procedure, since our product was not standardized.

ORDERS FELL OFF AS TO QUALITY OF GOODS

"Then a few months ago orders started to come in. I noticed that most of these came from those of our customers who, I knew, were increasing their sales efforts. Ordinarily when orders start to come to a business which has been almost closed for lack of them, the next step is easy. It means merely setting to work again the men and machines that have been idle. In our case we were up against a real difficulty. Our customers were *ordering goods we did not make*. I know that sounds like a ridiculous statement. Here are the facts: When consumers were buying almost anything, many of our manufacturer-customers gradually dropped from our highest grade material down to the next grade, and then lower still, some of them to our lowest grade.

"They ordered large quantities. Their retailers, with the goods on their shelves paying an apparent profit from week to week, ordered large quantities from them. That meant for us a gradual giving up of the type of looms we had

always used for our higher grades and a substitution for them of looms making a coarser, less durable quality. Then came the slowing up and the shutdown, then the gradual climb upward that has now started. But as our old customers start now to reorder they give us a new product to make. Our old customers are now demanding the very highest quality of our product, instead of our lower grades. This means we must throw out our other looms and purchase a totally new machine in each case—all of which takes time and makes us slow on delivery when we want to be prompt.

"And the unusual experience of being behind in orders—because I couldn't plan, when there was plenty of time to plan, what kind of goods in design, quality or style I was going to make—was enough to convince me I need a new plan for selling the product, and the right to decide for myself what that product is going to be."

The manufacturer then explained that he had called in for consultation the particular advertising agent whose solicitation had most impressed him a few years back. They are working out a plan that changes many of the principles which the manufacturer always had called sound and conservative, because "the business always had been run that way." As he admitted, it took this period through which we have just been passing to show him that a sound business means far more than four walls, a line of shafting and a small list of large customers with a high credit rating. Circumstances conclusively sold him the idea of trade-marking his goods, and making the public familiar with the name and quality through advertising. His campaign, soon to develop, will add another to the list of concerns that are changing from one school of merchandising, where the final buyer was seldom considered, to the other where this important person who, in the final analysis, pays capital its dividends and labor its wages, is considered and his good-will and knowledge of the merchan-

dise demand most important.

It would be well for bankers to realize this change in attitude and to cease regarding as conservative and sound only those firms that still operate upon a plan that leaves their good-will and even the quality of the goods manufactured at the mercy of another group—manufacturers or wholesalers.

As this textile man said, "I have been finding out that it is in our type of industry that a large portion of present unemployment is found. We didn't know how to get the business that would let us start operating again." I knew the manufacturer referred to the school of merchandising he was deserting. He has discovered that it pays to get a few steps closer to the final consumer. Better selling and dividing the savings from better selling with the final buyer would start many industries going again in which the owners are waiting for orders.

There are at least twenty-five big manufacturers whose names occur to me now who are doing a bigger business and making more profits this year than last. Almost without exception they are men who have brought their product nearer the final consumer; who have stimulated demand instead of waiting for it and have increased selling pressure to overcome their difficulties. Men in industries far removed from their final buyers could well examine with care the merchandising principles being used by this type of manufacturer. Men in the steel, iron, metal trades and certain textile lines will find this a good period to make some of these ideas their own.

The final purchaser is a good person to visualize clearly. The man who knows who his final purchaser is, can at least make plans to go after his business.

"Porosknit" Underwear for Street & Finney

The Chalmers Knitting Company, Amsterdam, N. Y., maker of "Porosknit" underwear, has placed its account with Street & Finney, Inc., New York.

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 Population
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Seal of Philadelphia

Separate
 Dwellings
 390,000

Philadelphia

the Third Largest Market in America

is the home of one of the largest daily newspaper circulations in the United States. Both local and national advertisers who use it are obtaining what they seek—profitable publicity.

There is hardly a home, or a business office, or a factory in the Philadelphia territory that cannot be reached through The Bulletin.

Dominate Philadelphia

Create maximum impression at one cost by concentrating in the newspaper "nearly everybody" reads—

The Bulletin

Net paid daily average circulation for
 September:

483,557 copies
 a day

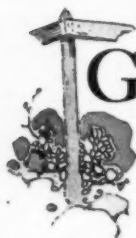
No prize, premium, coupon or other
 artificial methods of stimulating circu-
 lation are used by The Bulletin.

The circulation of The Philadelphia Bulletin is one of the largest in America and is larger than that of any other daily or Sunday newspaper published in Pennsylvania.

(Copyright, 1921—W. L. McLean)



It's usually safe to follow the leaders



GLANCE over the advertisements reproduced on these pages. Most of you know these national advertisers. You think of them as *leaders* in their various fields—substantial, strong-thinking, hard-selling organizations.

All are Business Paper advertisers. All these advertisements were clipped from Business Papers—where these concerns run *regular* insertions in *large* space as a vital part of their complete campaigns.

They know the well-directed attention-getting value of Business Paper advertising. They appreciate the results of reaching the man of the trade in his own language in his own paper. Their successful records and national prominence are best proof of the definite, tangible results of campaigns built around Business Paper advertising.

Their practice is a safe example for you—and we'll gladly furnish you a larger list of such concerns and facts concerning their "key" publications in each respective field.



THE ASSOCIATED BUSINESS PAPERS, INC.
With 122 member papers reaching

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Dealer's Service For Fall 1921
SIBBING COMPANY

Young's Hats
THE YOUNG HAT COMPANY
100 N. 10TH ST. PHILADELPHIA, PA.
THE BETTER MADE

COMMUNITY PLATE
The First Sale of
In the City of Philadelphia

STON
TOOLS FILES

FABRIKOID

Blue Bird

REGAL Shoes
Stock Style Extraordinary!

VAN RAALTE
Veils

NATIONAL
CAN REGISTER CO.

The Lark

A.B.P.

"Member of The Associated Business Papers, Inc.", means proven circulations, PLUS the highest standards in all other departments.

Headquarters, 220 West 42d Street - New York
54 different fields of industry

"In The Market"

The speculating public may not be "in the market" during these critical times of readjustment—but this does not apply to the *investing* public with idle money ready to be set to work.

The financial woods are full of investors, and in Chicago there are vast numbers ready to put their money into safe, sane, legitimate investments.

Thousands of them will be found among the 1,200,000 readers of The Chicago Daily News, which, with 400,000 daily circulation, reaches 7 out of every 9 English-speaking persons in Chicago.

Taken as a class, the business men and investors who follow The Daily News Financial Page are the largest, richest, most influential body of "prospects" in Chicago.

They follow The Daily News Financial Page regularly because they have full confidence in it. And they have confidence in its advertisements.

The very fact that "The Daily News runs the ad," is good and sufficient reason for response, if the proposition attracts. Chicago prospective investors believe they're playing safe when they respond to its financial advertisements, because they know that The Daily News would not knowingly accept a fraudulent or unsafe financial advertisement.

The Chicago Daily News

First in Chicago

Helping Your Dealer Visualize His Market

Chart Shows Specialty Dealers Where They Should Make Biggest Drive

By G. C. Breidert

Of the Ilg Electric Ventilating Co.

DIFFICULT as it is to collect market facts, it is sometimes harder to use them to the best advantage. But most difficult of all is the art of persuading someone else to use the facts you furnish him—even for his own advantage.

That was what we were up against recently in starting to market a special, electrically operated ventilating fan. The situation came to a head when the nationwide business slump quite naturally slowed up the sale of the factory ventilating equipment in which we had long specialized. It meant immediate study of other possible markets to which we could adapt our fans and blowers.

One of these new markets was the ordinary home kitchen where, in the modern absence of servants, the woman of the house now spends more of her time than she used to. Investigation, coupled with miscellaneous sales that seeped in without special efforts on our part, suggested that here was a market worthy of the best efforts of the jobbers and dealers in electrical equipment through whom our product would have to reach the ultimate consumer.

After analyzing the market until we were thoroughly convinced ourselves, we had to begin an entirely new analysis, this time for the special benefit of these same electrical dealers on whom we had so largely to depend. They were the ones whose enthusiasm, once we roused it, would make sales for this new specialty. How best to convince them that it would pay them to get behind our kitchen ventilating fan formed our problem.

After all, there is nothing quite like a picture to start the average person thinking. Consequently we

boiled down a large part of our investigation into a picture of two pyramids shown with this article.

First, let me say that they are not drawn to scale nor do the percentages they picture purport to be accurate figures. What we tried to show our dealers by the picture were relative values of things only, yet with sufficient accuracy thrown in to hammer home the big idea that we were trying to get across, namely, that the dealers, at that time, were barking up the wrong hole.

The figure on the left that we called our market pyramid was divided up into four parts, standing for four classes of buyers. The area of each part indicated in a general way the size of the market—that is, its size in number of possible buyers but not in their buying power. The millionaire class was the smallest of the four since there are numerically fewest millionaire buyers in spite of all the money the few have to spend.

WHERE IS THE MARKET?

Our point was this: that many electrical appliance dealers had been putting all their effort into selling the class shown at the bottom of this pyramid—the wage-earners. They had been doing this quite naturally, not alone because these formed the largest group numerically, but because, with more ready money than he ever before had earned, the average wage earner had, indeed, been keen for electrical equipment—particularly the kind that he was accustomed to buy on the installment plan.

We made the interesting discovery that our dealers were still hammering at this class long after wages had dropped. The policy of

catering to flush wage earners, so pertinent to times of abnormal wages, was now out of date. But the dealers didn't realize it, didn't recognize the fact that such business as they were trying to do was no longer worth attempting.

Instead, here were three other classes of buyers—far more profitable—toward selling whom these

business—on paper. But our ventilating specialty, particularly when sold to the middle class and wealthy trade as we so strongly urged, would mean cash. Besides this we showed them where it meant not one profit, but two. For there would be a second profit on practically every ventilating fan sold due to the installation work that went with it.

Well, that was a pair of eye-openers:

1. Cash sale.
2. Two profits.

Indeed, we never had a more telling slogan for any year than "Cash sales with two profits."

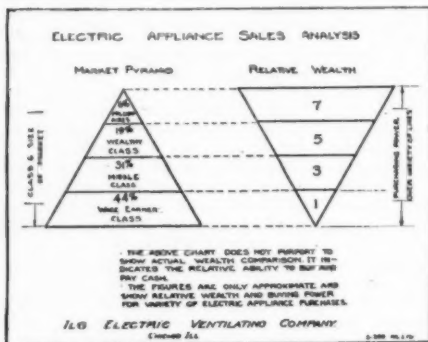
Now, what was the result of the method of approach so far? There are, perhaps, 15,000 such dealers in the country. By thus going to the trouble of analyzing their markets for them, showing them wherein those markets differed

from past conditions, we turned a good proportion of the 15,000 "routine" dealers into real boosters for our special product.

But even yet there was another step between making real boosters of the dealers and receiving actual orders from them that they had gone out and dug up; a last, eleventh hour push across the line to get them to turn conviction into cash.

To accomplish this we treated each dealer exactly as we treat each of our own branch salesmen if we want to convince him that what we say about a new plan is really so. In our eyes they are all from that good old State of "Missouri." They need to be shown. Therefore, in putting our kitchen ventilator ideas across to the dealers we didn't sit down and wait for results even after we had them "convinced."

Instead we went out and made a few sales in their own territory right under their noses, doing exactly what our pyramid diagram



HOW DEALERS WERE MADE TO VISUALIZE VALUE OF THEIR MARKET

same dealers were making only nominal efforts.

The inverted pyramid indicated the relative power to buy that the different classes possessed. Here, you see, the wage earners, so great in number, nevertheless occupy the smallest space when it comes to actual buying power.

That was the big idea that we wanted to bring to the attention of dealers through our diagram. We succeeded.

Coupled with this visualization that served to catch their eye, we clinched our argument with a slogan that hit two extremely vulnerable spots. The dealers hadn't thought much about it till we told them, but the fact was, most of these dealers had already reached a point where they needed cash, rather than "a dollar down and a dollar a week."

And cash they seldom got in selling vacuum cleaners and washing machines to the wage earning class, no matter how numerous had been the sales, how big the

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and the new slogan told them that they could do. And since then, they've been doing it themselves.

To sum up, then, one of our most successful sales campaigns was based on three logical steps. The first was to attract the dealer's serious attention not by something we said to him, but by a picture that he couldn't fail to see.

Then, having taken him to the mountain top, so to speak, and pictured the business possibilities that lay at his feet, we coined him a phrase so attractive that he'd have to keep repeating it over and over to himself for the very joy of the words, "Cash sales with two profits." Thereupon he was all set to go, lacking only a self-starter.

This we furnished him in our third step when we handed the man a few actual results that backed the most convincing argument of all—"not what you can do, but what we did!"

Appointed to Food Transportation Commission

J. F. O'Connell, of The O'Connell-Ingalls Advertising Agency, Boston, has been appointed by Governor Channing M. Cox, of Massachusetts, to the executive committee of the Emergency Food Transportation Commission, which is to endeavor to secure the maintenance of food and fuel supply in the event of a railroad strike.

Three Canadian Advertisers Appoint Agency

The Canadian Vegetable Parchment Company and The Garden City Paper Mills, both of Merriton, Ontario, and The Wayagamack Pulp and Paper Company, of Three Rivers, Quebec, have placed the handling of their advertising with Norris-Patterson, Limited, advertising agency, of Toronto and Montreal.

Zenith Carburetor with Winningham

The advertising account of the Zenith Carburetor Company, Detroit, has been placed with C. C. Winningham, Inc., Detroit advertising agency.

The George L. Dyer Company 42 Broadway New York

Western Offices
76 W. Monroe St.
Chicago



Newspaper, Magazine and Street Car Advertising

Publicity and Merchandising Counsel

New Jersey State Board Advertises Nationally

The voters of New Jersey have before them for action at the November election a bill that provides for the building of more and better State institutions. While the particular bill is in one State alone, the plan which it contemplates has a national bearing. The specific appeal is made to the people of

To The People of New Jersey

Stop Crime Waves At Their Sources

KEEP NEW JERSEY IN THE LEAD

PROVIDE medical treatment and adequate training for those children and growing youth of this State who are in danger of becoming inmates. Check the disquieting growth of insanity, instability, feeble-mindedness and delinquency. Apply well-tested preventive measures in each State institution. Convert hospitals and reformatories into centers of preventive work! Supplement the public schools and health departments with training and treatment they cannot provide.

Dollars spent to insure sound minds and strong bodies for the rising generation save hundreds of dollars and valuable lives. The old way is hapless and wasteful.

Vote for the Institutional Construction Bond Bill at the November 8, 1921, election, referred to the people by the Governor and the Legislature as required by the New Jersey Constitution. It will allow the State to build when prices are low and when men need work and to reap when prices are high.

Interest on principal of bonds and operating expenses all are to be paid from revenues. No new taxes or methods of taxation are contemplated.

STATE BOARD OF CONTROL OF INSTITUTIONS AND AGENCIES

Dwight W. Morrow,
Governor, New Jersey

F. Wallace Anderson,
Commissioner, New Jersey

John H. Gros Weyman,
County Clerk, New Jersey

Francis A. Fitzmaurice,
Director, New Jersey

Charles H. Hamilton, Pres.,
Boardwalk, New Jersey

Edwin F. Feltus,
Barrister, New Jersey

Max Lewis S. Tammann,
Bell Book, New Jersey

James H. Brown,
Barrister, New Jersey

one State, but the idea of building during periods of depression to give men work is in line with the suggestions of the President's Unemployment Conference and contains an idea for every State. Paid advertising of full-page space in a selected list of magazines is being used by the State Board of Control to carry the suggestion with the double appeal.

An interesting phase of the advertising is that Dwight W. Morrow, of J. F. Morgan & Company, is the man whose name appears first among the list of signatures, and it is understood that he is one of the prime movers in the plan of advertising this particular idea.

Has Allith-Prouty Account

The Mace Advertising Agency, Peoria, Ill., is releasing copy on H&D Shock Absorbers, general builders' hardware, garage and fire-door hardware and "Electromatic" door equipment for the Allith-Prouty Company at Danville, Ill. Business papers are being used.

Form Chicago Commercial Art Firm

C. H. Cottingham has left the Chicago Tribune to become associated with Ervine Metz and Ignatius W. Sahula in the Chicago commercial art field.

New Product Has Over Ten Thousand Dealers

The Baer & Wilde Company, Attleboro, Mass., maker of the "Kum-A-Part" belt buckle, in telling dealers of a new national advertising campaign that is being launched for this product says in its trade-paper advertisement that it has already secured over 10,000 dealers.

"Seldom," it says in this trade-paper advertisement, "has any new article flashed across the retail horizon and secured such immediate recognition of both its value and its salability.

"Over ten thousand dealers in the United States have placed stock orders through wholesalers for the new Kum-A-Part Belt Buckle—and a very substantial percentage have already re-ordered."

Durant Motors Account for N. W. Ayer & Son

The Durant Motors, Inc., New York, has retained N. W. Ayer & Son as its advertising agency, according to an announcement made by Louis H. Frohman, advertising manager. N. W. Ayer & Son will be in charge of all advertising in the United States and will work in co-operation with Norris-Patterson, Ltd., on Canadian advertising.

The Durant Motors, Inc., is the parent company of the Durant Motors Company, of Michigan, Durant Motors Company, of New York, Durant Motors Company, of Indiana, Durant Motors Company, of California, and the Durant Motors of Canada, Limited.

G. M. Graham, Vice-President, Chandler Motors

George M. Graham has been made vice-president, in charge of sales, service and advertising, of the Chandler Motor Car Company, Cleveland, effective November 1. He resigns a similar position in the Pierce-Arrow Motor Car Company. He had been with the Pierce-Arrow Company for the last five years.

W. B. Hall Joins Dunlap-Ward

W. B. Hall, for the last four years with the Green, Fulton, Cunningham Company, Detroit, and previously for three years a member of the advertising department of the Burroughs Adding Machine Company, has joined the Dunlap-Ward Advertising Agency, Cleveland.

J. M. Boyle with Kansas City "Journal"

J. Mora Boyle, recently advertising manager of the New York Evening World, has been appointed advertising director of the Kansas City Journal. Mr. Boyle has been advertising manager of the New York Evening Post and the New York Telegram.

The Wheels Are Humming In Indianapolis



THEY'VE been working night and day with three shifts in some of the automotive accessory plants in Indianapolis. And now, they are stepping on it again in the automobile factories. They passed pre-war production figures September 1. Indianapolis makes better grade automobiles, each with a peculiar sales clientele that is little affected by general business conditions. For that reason the industry in Indianapolis never did stop. They are able to keep going. Production meant wages paid. Wages meant buying. Indianapolis department store volume is $1\frac{1}{2}\%$ ahead of last year and it's getting better.

Follow this through. Isn't Indianapolis a **MUST** market for you **NOW**, especially since you can merchandise it with one advertising expense?

The Indianapolis News

New York Office
DAN A. CARROLL
150 Nassau Street

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.

The Focus of



HE Furniture Exposition of the World is held in Grand Rapids, Michigan. Twice a year manufacturers from all over the United States exhibit at Grand Rapids, Chicago, or other furniture centers.

Everything that makes a house a home is shown at these great markets.

The eyes of every retailer in the furniture and home-furnishings field are focused on these expositions. These semi-annual events acquaint them with new lines, new designs, and everything that is of interest to the progressive merchandiser.

About 2,000 buyers come to Grand Rapids to purchase stocks for the ensuing season. 28,000 retailers attend market and purchase merchandise thru their trade papers.

The Grand Rapids Furniture Record carries the markets and your exhibit to more of these 30,000 buyers than any other business paper.

Our Service Department will be glad to furnish you with authentic data and information which will assist you in making your market announcement.

VICTOR B. BAER CO.,
47 W. 42nd St.,
New York City

EDWARD R. FORD CO.,
53 W. Jackson Blvd.,
Chicago, Ill.

SAM LEAVICK,
510 Union Trust Bldg.
Cincinnati, Ohio

The Grand Rapids Furniture Periodical Publishing Company

of 60,000 Eyes-

30,000 Furniture Buyers



An
A.B.C.
and
A.B.P.
Medium

d Furniture Record

Company, Grand Rapids, Mich.

Try it out in Representative Milwaukee

Only One Newspaper Offers This Service

Only *one* newspaper, The Journal, covers the Milwaukee-Wisconsin territory so thoroughly for the financial advertiser. Economically too! At *one* cost!

For The Journal reaches more investors in this prosperous section than any publication in the world.

A few of the many reasons that make this fact self-evident:

The Journal prints the day's transactions in New York stock, bond and curb sales the same afternoon (instead of the morning after as in other papers).

The week's transactions are available in The Sunday Journal 24 hours earlier than in other papers.

Journal market specialists located in Chicago analyze the

Chicago grain and livestock movements.

The Investors Guide renders valuable advice to hundreds of thousands of Wisconsin investors.

All the latest financial information is received over The Journal's direct leased wires. The Journal gives its readers the most complete, valuable service—however great the cost.

The Milwaukee Journal

HARRY J. GRANT, Pub. R. A. TURNQUIST, Adv. Mgr.

O'MARA & ORMSBEE, Inc.

Special Representatives

New York Chicago San Francisco

Garment Advertising Strikes at Whims of Fashion

H. Black Co. Starts Campaign to Persuade More Women to Rebel against Fashion Edicts

By C. M. Harrison

SINCE men quit powdering and braiding their hair, wearing lace-trimmed outer garments—perhaps the same kind of inner ones for all we know—and using dainty lace-trimmed handkerchiefs, mere man has often asked why the women do not follow his lead and emancipate themselves from some of the dictates of Dame Fashion.

Well, possibly the men have traveled a bit in the matter of sensible styles since the days of George Washington and Napoleon Bonaparte. But as a matter of fact they have even less courage in defying certain fashion edicts than have the women. They dress uncomfortably simply because it is the "style." On May 15 they begin wearing straw hats, regardless of the weather. On September 15 they discard them, ditto. Their personal inclinations in this respect are not considered. They do what custom decrees is the proper thing, simply because they lack the courage not to. Men are a lot of sheep when it comes to clothes.

About the only advantage the men have over the women is that women's fashions are such that they have to buy more clothes and buy them oftener to keep up with the procession. Women have heeded that siren call "The last word from Paris" only to find within a few weeks or months that the garments they bought were hopelessly out of date. This has brought about a charge by the men that the women are wasters when it comes to clothes—that they discard their garments before they are half worn out.

Yet here we see the H. Black Company, of Cleveland, manufacturer of Wooltex garments for women, going into New York and Chicago newspapers with an

advertising campaign striking boldly at the evils that have resulted from the abuse and misuse of fashion's dictates. The reason behind this interesting movement by the Black company seems to be more a proposition of selling the women what they want rather than a use of advertising to persuade them to buy something merely on fashion considerations. The company believes women will respond readily to this new note in advertising. It bases its belief on the great changes that have come about in women's fashions during the last ten years or so. The changes have come partly because designers and manufacturers have wished them onto the women, but in very large measure from the growing sense of independence on the part of women themselves.

A STAND FOR COMMON SENSE

It is pretty generally agreed, too, among manufacturers, distributors and retailers that present-day fashions are a hundred times more desirable from a standpoint of good sense, hygiene and appearance than were those a decade since. The jokers on the vaudeville stage and the newspaper humorists should not be taken so seriously in their remarks about what can be seen on the boulevards these days. There probably will continue to be the stated number of jokes about the length, or rather the shortness, of women's skirts and the supposed scantiness of their apparel in other ways. But the fact remains that for the first time in history since women began to wear clothes, and to be guided by fashion in selecting them, there is now exercised what comes very near to being common sense in selection. Comfort and utility have been obtained with

an enhancement of appearance.

It hasn't been a great while since the corset was an instrument of torture. Today it is just the opposite. Similar considerations apply to other articles of apparel.

According to H. J. Winsten, sales manager of the H. Black

ion. What is more, they are getting nearer all the while to open rebellion against such dictates. They are just as determined as ever to be well dressed. Also I believe they spend as much money in the long run for clothes as they ever did. They may not buy so

many times but they make up for this in quality. Many of them refuse, though, to devote so much time and energy to keeping in fashion. And by the same token they are more and more inclined to fight against the condition that enables a few self-appointed designers to decree what is up to date, thus obliging the women to discard perfectly good clothes and buy others.

"In short, these women are finding that Dame Fashion is a nuisance. Their independence is being asserted in two main directions. The woman of this type now is inclined to purchase a suit or a coat on the basis of whether it is becoming to her. Not so very long ago the

thing was to consider whether 'they' were wearing it. If frilly styles were in vogue, stout women wore them without regard to suitability. Slim, princess styles were accepted resignedly by the tall, slim woman. Today the well-dressed woman knows her lines and dresses to display them at their best.

"The other angle of the new declaration of independence on the part of these women who refuse to follow fickle fashion is that they are insisting on their clothes remaining in style more than one season. Through the thinking process this class of women has found that fashion is not a mysteriously gifted oracle from their standpoint, but is strictly a commercial proposition designed



-THAT
WELL-DRESSED
LOOK-

Whose fault is it—
*if your coat or suit is out
of style next season?*

If there are any reasons why a coat or suit purchased this season should be out of fashion next year?
Certainly not if you select a style which is aimed at lasting, rather than something extreme and unusual.
"But why," you ask, "should some carry non-fashion styles which I must discard next year?"
The answer is a simple one. The merchant hereafter he feels will sell. It is a proposition he would prefer not to carry the extreme or unusual—after the time has been so "inverted" than he does not sell as much in these lines as he does in the regular line.
But, many women still insist upon wearing seriously out-of-fashion styles that "they are wearing this" or "they must be like and so." This type of fashion demands "hardships" and it is for her that the most beautiful styles.
You are safeguarded in your choice, though, by knowing who makes the coat or suit you purchase.
No Wooltex Tailor-made or Woollens Knockabout is ever designed on extremes, fashions, fads. The styles are as lasting as the latest fashions. Fast colors, intricate, smooth, homogenous, and Woollens Knockabout plus exquisite tailoring go into each of these coats and suits.
The kind—the equal guarantee of the Woollens Tailors—is inside each coat.

Ask the salesperson for our copy of the full
"Tailored Woman" fashion magazine

Jerome & Co.
220 Fifth Avenue, New York
Sole Importers

Wooltex

Tailor-mades and
Knockabouts

Just over the city. Woollens Tailors
to your door. Tailor-made suits,
\$25, \$35, \$45, \$55, \$65, \$75, \$85, \$95,
\$105, \$115, \$125, \$135, \$145, \$155.

THE H. BLACK COMPANY
Cincinnati and New York

HOW WOOLTEX IS TRYING TO SIMPLY STYLES OF CLOTHING

Company, the change has been brought about because of the growth of democracy and the increasing popularity of outdoor life among women.

"The automobile has had much to do with it," said Mr. Winsten. "So have golf and tennis. But business has done the most. Since the sweeping away of age-old barriers, particularly in the United States, women have come to compete with men more and more in the industrial and business world. They are gaining steadily increasing prominence in the country's professional life and even in its politics. Under these circumstances they are at a decided disadvantage if they are obliged to waste a great deal of time following the dictates of whimsical fash-



Let the Sun Carriers Introduce Your Product to Baltimore Homes

☞ Rain or shine—through all seasons of the year—THE BALTIMORE SUN is delivered into the homes of Maryland's big city by an exclusive carrier organization. Your advertising message is introduced quickly and favorably into these homes.

☞ Another typical street on an exclusive Sun Route is shown in the picture. This is on Sun Route No. 124, which is located in the Walbrook section of Baltimore. J. A. Seippel has had charge of this route for the past twenty years. He serves over 89 per cent. of the homes on his route.

☞ Advertisers in THE SUN and THE EVENING SUN are buying home delivered circulation on a rising market. The average net paid daily circulation of THE SUN (morning and evening) for September, 1921, was 216,912—a gain of 27,664 over the same month last year.

Everything In Baltimore Revolves Around

THE SUN

Morning

Evening

Sunday

JOHN B. WOODWARD
Times Bldg., New York

GUY S. OSBORN
Tribune Bldg., Chicago

**Baltimoreans Don't Say "Newspaper"
—They Say "Sunpaper"**

to sell as many clothes as possible.

"In one of our advertisements we quote a prominent society woman as saying that the coming generation never would have the fun of masquerading in the clothes that are being worn today. She had been rummaging through the attic and had found many examples of styles worn in bygone generations. Her reason for the remark was that the women today are getting to wear their clothes out rather than discarding them each season for newer models."

The present newspaper campaign being put on by the Black company is a carefully plotted effort to sell the women of New York and Chicago and vicinity on the foregoing ideas, and also to crystallize the independent sentiment that has been arising. Many a woman may be entertaining these new-found ideas without realizing that she is one of a great number.

MERCHANDISING THE PRODUCT

The merchandising object back of the campaign, of course, is to extend the market for the Wooltex garments known as Tailor-Mades and Knockabouts. It is a case of studying the market and applying to it selling methods in keeping with the growing change in women's ideas.

The present newspaper effort is but the beginning. The advertising will be extended in a national way. It is easy to see that the outcome one way or the other is sure to be of great interest in every business where women's clothes are made or sold.

It is to be expected as a matter of course that there always will be a demand, and a big demand, for the frilly, the bizarre and the strictly seasonable in women's clothes. Just the same, there is fully enough of the other kind of business coming from women who refuse to be dictated to by fashion, to make it well worth while for manufacturers to direct their production, advertising and merchandising accordingly.

The H. Black Company believes in the latter idea and is going to push it to the limit.

"Lura" Account with Grandin-Dorrance-Sullivan

The Ideal Laboratories, Chicago, has placed its advertising account with Grandin-Dorrance-Sullivan, Inc., through its Chicago office. This company manufactures toilet preparations under the brand name "Lura."

Newspaper campaigns are being placed in seventy-seven cities where distribution has been established in the following States: Illinois, Wisconsin, Michigan, Indiana, Iowa, Kansas, Nebraska, Missouri, Ohio and New York. This advertising is featuring, in large space, Lura Liquid Henna Shampoo.

Plans for national magazines will be considered as soon as sufficient distribution has been secured.

Goodyear Tire Sales Increasing

Edward G. Wilmer, president of the Goodyear Tire & Rubber Company, states that, notwithstanding the fact that sales during the first six months of 1920 had exceeded those of any period in the company's history, more tires had been sold during the ten months up to October 1, 1921, than in the same period a year ago. In September the company sold 69,000 more tires than in September a year ago, Mr. Wilmer said.

New Chicago Photographic Art Firm

James W. Pondelick, formerly with the Charles Daniel Frey Company, of Chicago, and Robert H. Conklin, who for some time was connected with the moving-picture industry, have formed a firm in that city to be known as Pondelick & Conklin, which will specialize on photographic work for advertising campaigns. Paul Resslering is art director.

Houbigant Perfume Account for N. W. Ayer & Son

Houbigant, Inc., perfumes, which was established to conduct the American business of the Houbigant Company, of France, has retained N. W. Ayer & Son as its advertising agency. The American business of the Houbigant Company was previously conducted through an exclusive agency in New York.

Joins Memphis Agency as Art Director

R. R. Becker, formerly with the Northrup Engraving Company, Memphis, has become art director of the Lake & Dunham Advertising Agency, Memphis, Tenn.

Leaves Cleveland Agency

W. A. Knapp has resigned as vice-president of The John S. King Company, Cleveland, advertising agency.

How to Advertise Efficiently and Economically in Minneapolis

Use The Tribune's class and mass circulation, 118,675 daily, 147,470 Sunday.

The Tribune has 74,465 net paid circulation daily in Minneapolis.

There are 72,000 English reading homes in Minneapolis.

You get the **ONLY** morning paper reaching all the better homes.

You get the popular evening paper, reaching the great middle classes.

You get The Sunday Tribune with 39,000 more net paid than any other Minneapolis Sunday newspaper.

You get **BOTH** The Morning Tribune and The Evening Tribune for one charge—22 cents a line.

You get The Sunday Tribune for the same low cost.

You get a total daily net paid city and country circulation of 118,675—a total Sunday of 147,470.

The Tribune gives you complete coverage—class and mass—daily and Sunday on a most efficient and economical basis of cost. Our special representative will be glad to give you complete information. Write for our data book.

Use The Tribune

JOHN B. WOODWARD
Times Building
New York City

GUY S. OSBORN, Inc.
Tribune Building
Chicago

WAITING



BETTER marketing to the industrial consumer—promoting the movement of goods from industry to industry, is one of the most important sales and advertising developments of the day.

Manufacturers whose selling campaigns largely have been devoted to private consumers buying in small units (as well as the manufacturers of machinery and materials) are “going after” the man who buys in quantities for business purposes—the *industrial consumer*.

From an advertising standpoint such campaigns logically are centered in industrial publications and hence the McGraw-Hill Company is taking the lead in developing marketing facts.

The completion of a survey of the Industrial Market for Paint—announced on the opposite page—is a typical example of McGraw-Hill service in helping manufacturers develop business in the great fields of industry.



the Industrial Market *for Paint*

OUT of several hundred paint and varnish manufacturers in the country, only a few have organized their sales and advertising plans to develop the great industrial markets for their products.

Yet industry, as distinguished from the decorator and household consumer, now buys 46% of all the paint produced.

Sensing the lack of definite information regarding the industrial markets for paint, and prompted by requests from manufacturers for statistics, the McGraw-Hill Company has made an extensive survey which required several months to complete.

The Advertising Counselors' Staff of the McGraw-Hill Company will be pleased to arrange for meetings at which the data will be presented and interpreted in terms of sales promotion possibilities.

Sales and advertising executives of paint manufacturers who have not been in touch with the progress of this unusual market analysis are invited to write for full particulars.

McGraw-Hill Company, Inc.

Tenth Avenue at 36th Street, New York

Power	American Machinist	Coal Age	Electric Railway Journal
Engineering & Mining Journal		Chemical and Metallurgical Engineering	
Electrical World	Engineering News-Record	Electrical Merchandising	
Journal of Electricity and Western Industry		Ingenieria Internacional	

Unlike Any Other Community Joplin, Missouri

The Market 240,000

When a daily newspaper can build a circulation of 23,000 from a city of 30,000 population—it means that there must be a wide trading territory with good transportation service.

Which is the reason why Joplin is on lists covering mostly cities of larger population.

Unlike Any Other Newspaper Joplin Globe

(A. B. C. Member)

Paid Circulation - - 23,801

Average for 6 Months Ending March 31, 1921

Line rate 8c flat.

Mornings except Monday

The Globe is an aggressive influence for good.

The Globe extends Joplin's trade territory and brings new business to Joplin's merchants.

The Joplin Globe is *more* than a newspaper.

Representatives

E. Katz Special Advertising Agency

Established 1888

New York Chicago Atlanta Kansas City San Francisco

Paving the Way for the Life Insurance Agent by Co-operative Advertising

Atlanta Agencies Unite in Plan to Quicken Business

By Albert E. Haase

TIME and again nation-wide educational advertising campaigns for life insurance have been discussed. Plans for such campaigns have usually been predicated upon the assumption that all important life insurance companies and their innumerable agents would jointly share the expense involved. But such plans have been of no avail. Since the

tent of financing them shows that the subject of advertising is still a live thought for the agent.

About three weeks ago, in Atlanta, Ga., 400 life insurance companies started a co-operative campaign of an ambitious scope, which because of its planning is worthy of detailed description.

These Atlanta agents, members of the Atlanta Association of Life Insurers, have put the direction of the campaign in the hands of an advertising agency. Copy that is distinctly educational has been written and has started to run twice a week in three Atlanta newspapers.

The copy makes its chief plea for consideration of life insurance from a business point of view and yet is not burdened with dry statistics.

The agency, before preparing the campaign, obtained statistics showing that out of 119 interviews granted life insurance solicitors, only thirteen policies are sold. (This does not take into consideration the number of attempts made to secure interviews, without success.) With these statistics always in the foreground, the copy has been written with the idea of paving the way to the prospect for the solicitors. A slogan, "Your policy is your protection—your agent, your friend," which appears in all of the copy, best indicates the copy trend of all of the advertisements.

The agents' association has appointed a committee which has the job of seeing that the advertising is followed up by the individual members of the association. Shortly after the campaign had started this committee sent out a letter to each member, in which the agents were given instructions on the campaign as follows:

A Fire Engine— The Funeral Hearse—

The first may never stop
in front of your home, but
the second is sure to.

The fire engine may be in
line to save something.

The hearse, always behind
too late.

Your policy is your protection—
Your agent, your friend

"SHOCK COPY," PLANNED TO MAKE IT
EASIER FOR THE INSURANCE AGENT
TO GET HIS INTERVIEW

idea was first discussed, many years ago, there has been no indication of desire for such a campaign on the part of a majority of the companies. There have been, however, many signs that show a desire of the agents for the help of advertising.

The agents have made their own laboratory test of advertising. From their own pockets they have paid for newspaper space in which they have told their story. They have done this in St. Louis, Cincinnati, Syracuse and Pittsburgh. The fact that agents in many cities are interested in co-operative advertising campaigns to the ex-

"The efforts of the campaign inaugurated in your behalf will be wasted unless you look for these ads and make use of them with the points brought out in securing interviews and closing prospects.

"You should watch out for these ads every day and mark a copy and send it to some prospect, or perhaps you will want to send it to several prospects, in which event we would recommend that

"—and he didn't have any life insurance"

Too often this is the tragic answer to the first question asked after the death of one known to be well off in worldly goods.

As soon from death as:

"If every man knew what every widow feels, all husbands would be insured."

Your policy is your protection—
Your agent, your friend

ANOTHER OF THE ATLANTA SERIES

you buy sufficient quantities of the paper containing the advertisement and mail one to each prospect.

"It may have escaped his attention in the paper, but if you send them to him under personal cover it is sure to reach him, and perhaps at an opportune time.

"In order that none of the points brought out may be lost, we would recommend that every agent start now, if he has not already done so, a scrapbook, and save each of these ads, for there is much food for thought in every one of them, and the points brought home can be used from time to time in your solicitation.

"The agent is on the firing line, and is the one to come in contact with the prospect which the advertising seeks, so unless you make the contact between the advertising and the prospect all will be lost.

"If you do make the contact and follow up on, as we say in golf, 'Follow through,' the campaign

will pay you and the companies ten times over.

"We welcome at all times suggestions and items of interest to be used for advertising copy.

"It is your campaign, and it is up to you to make it the success it deserves."

This campaign is planned to extend through a period of one year. It is expected that other associations of life insurance agents in Georgia will follow the example of the Atlanta association. And it is possible that the example set by the Atlanta association in this planned campaign of such unusual duration, may quicken many similar life insurance agents associations throughout the country into advertising action.

A Soap Made for Washing Machines

Octagon Soap Chips are being advertised in business papers by the manufacturers, Colgate & Company, as being made especially for home washing machines. On the face of the Octagon carton, illustrated in the advertising, is a large panel showing a washing machine in operation and bearing the words "for home washing machines." Dealers in washing machines are advised to recommend the Octagon Soap Chips to their customers, for "the new electric washing machine will get the blame if clothes are faded—if fabrics are injured—if woollens are shrunken—or if white clothes are yellowed. But the washing machine is not responsible for any of these unsatisfactory results in washing—it's the soap."

Los Angeles Women's Club Elects Officers

The Women's Advertising Club of Los Angeles has chosen the following officers for the coming year: President, Mrs. Lulu E. Echels, advertising manager of Hamburger's; vice-president, Miss Frances Holmes, of Holmes Advertising Agency; recording secretary, Miss M. Collins, instructor in Sawyer School of Secretaries; corresponding secretary, Mrs. L. H. Stonier; treasurer, Miss Helen G. Pinkham, both of Aircraft advertising agency.

Chocolate Company Will Advertise

The Kling Gibson Company, Chicago advertising agency, has secured the account of the Galloway West Company, Fond du Lac, Wis., maker of Chocozilla, a liquid chocolate.

A campaign is being arranged which will start in newspapers.

Figures

Which Tell Their Own Story

During the first nine months of 1921 *every Chicago newspaper* lost in lineage—

*except the
Chicago Evening American*

The total loss by all newspapers was 1,822,755 lines.

This newspaper **GAINED** 519,194 lines, or 10.1% over its figures for the same period of 1920—

—which emphasizes a situation not to be lightly regarded by National advertisers.

CHICAGO AMERICAN
EVENING

Circulation for September, 1921, 413,845, the largest evening 3-cent circulation in America—except that of the New York Evening Journal.

Here Is Something the Jobber Could Advertise

Should Tell Us How They Have Put Manufacturers' Brands on the Market Unaided

THE SERVICE CORPORATION

DETROIT, Mich., Oct. 7, 1921.

Editor of PRINTERS' INK:

A friend of the writer's is about to put on the market a new auto top dressing of superior quality, and is pondering over the problem of whether he shall market through the jobber, or totally eliminate the jobber from his scheme and sell direct to the dealer.

Can you refer me to any articles which have appeared the last few years on this subject, with special reference to the automobile accessory field?

THE SERVICE CORPORATION,

L. R. ALWOOD,

Manager, Detroit Office.

CURIOSLY enough Mr. Alwood's letter suggests one of the best reasons why the jobber should advertise. It also tells the jobber what he has to advertise and how he can do it.

We come to that conclusion by reading between the lines of our correspondent's letter. He wants to know if the jobber should be used in the marketing of a new auto top dressing. Our first impulse is to tell him not to depend too much on the jobber, and that if he decides to sell through him to make arrangements to do most of the work himself.

On second thought, however, it occurs to us that our advice may be eminently unfair to the jobber. Perhaps there are many instances where new products, not only in the automobile field but in other lines, have been successfully put on the market entirely through the efforts of jobbers. We are sure that there must be scores of examples of that sort on record. But we do not know about them. For some reason, the jobbers are keeping the facts dark. Why don't they do a little bragging about their accomplishments? Why don't they sell their service better?

The evidence that we have is almost altogether unfavorable to the jobber. As far as we know, when manufacturers bring out a

new article, it is necessary for them to assume the burden of introducing it not only to the consumer but to the retailer as well. The jobber turns a deaf ear to the proposition until he is sure the thing is selling. He is unwilling to take any risk in working up the demand for it.

For this reason when manufacturers employ the jobber while the product is making its debut, they usually ask him to act only as a warehouseman and to carry the accounts that the manufacturer actually sells for him. This is usually called missionary work, and the bulk of experience demonstrates that it is a particularly important form of sales endeavor during the years that the new product is growing to maturity. After the product grows up and the demand for it is fairly regular, more of the sales effort can be turned over to the jobber.

That is the information that we possess. But, as we said at the outset, perhaps there is another side to the story. It is up to the jobber to tell it. They always say that they have nothing to advertise, but here is one of the best advertising topics in the world. Mr. Alwood and thousands of others who are interested in marketing new products would go without a meal to read such copy.—[Ed. PRINTERS' INK.]

Blue Devil Cleanser in Women's Magazines

A campaign, starting in January and running for one year, is planned for the Blue Devil Cleanser, a product of the Wells Process Company, by the John S. King Company, Cleveland advertising agency. Women's magazines will be used.

New Account for Lesan Agency

The H. E. Lesan Advertising Agency, New York and Chicago, has obtained the advertising account of the Knitted Padding Company, of Boston.



The country over, the evening newspaper is the family newspaper and the favorite newspaper, by two readers to one. In Minneapolis, The Journal has nearly twice the circulation of any other evening newspaper or the morning newspaper.

THE MINNEAPOLIS JOURNAL

*Represented in New York, Chicago, and
San Francisco O'Mara & Ormsbee*

Advertise Your Product to Folks Who can Buy!

IN all these United States there are 11,427,536 people with savings accounts—one in every ten. Total savings, \$5,902,577,000.

In Connecticut alone, 970,921 people have savings accounts—three in every four! Total savings, \$481,816,268.

In other words, almost one-twelfth of the country's entire savings belongs to Connecticut folks, although Connecticut has but one-eightieth of the country's population!

These facts prove beyond shadow of doubt that Connecticut has the money to buy. The concentration of Connecticut's population in five trading areas makes it easy to cover the State economically, and thus it is a wonderful testing ground for a sales campaign.

These five trading areas are blanketed by the circulations of the Connecticut Five-Star Combination—

Hartford Courant Waterbury Republican
New Haven Journal-Courier New London Day
Meriden Record

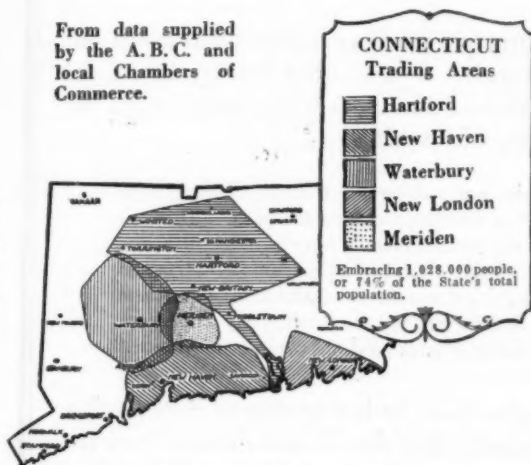
The

CONNECTICUT
FIVE-STAR
COMBINATION



How the *Five-Star* Combination Covers Connecticut

From data supplied
by the A. B. C. and
local Chambers of
Commerce.



To show Sales and Advertising Managers how thoroughly Connecticut can be covered by a sales-campaign in her five principal trading areas, and how economically a test may be made in this wealthy State, there is prepared a special folio on "Connecticut and Her Trading Areas." While the edition lasts a copy will be sent on request.

HAVE YOUR SECRETARY MAIL THIS TODAY!

Gilman, Nicoll & Ruthman, Representatives

World Bldg.,
New York

Tremont Bldg.
Boston

Tribune Bldg.,
Chicago

Please send me "Connecticut and Her Trading Areas."

Name

Address

Is the Charles Francis Press "too good"?

AN attractive printing contract was given out recently. The Charles Francis Press was not asked to bid. A representative called on the buyer, who said:

"I did not call on the Charles Francis Press because I considered them too good. They are just the printers I would have liked on this work, but I know that I must economize. I feared that if I got started on negotiations with them my desire would get the better of my will-power. And that is why I did not consult your house."

This is one of the little tragedies of business life. It so happens that the Charles Francis Press has special equipment for the class of work involved in this order. The buyer could have had the quality which he knew he could expect from us, and no doubt at approximately the figure which he paid.

It's a lot better to consult us about your printing than to wish afterward that you had.

Charles Francis Press

Printing Crafts Building

461 Eighth Avenue, New York

Telephone Longacre 2320

Giving Added Emphasis to the Headline Text

There Are Other Ways Than Mere Type and Hand-drawn Lettering to
Force Attention upon a Title

By W. Livingston Larned

OLD newspaper men say that their most important job has been the writing of the headlines. Men who knew their business in this peculiar job not only told the heart of the story in a few words, but they whetted the appetite for it—created "reader interest," which is so necessary when there are many news items and a limited time in which to digest them.

"I have always told my headline men," said one of these authorities, "to make it possible for a man to skim through the headlines of his paper and have a pretty fair idea of what is going on, even if he does not read what follows. I often wonder why more care is not taken with the headlines of advertising."

And this provides the meat of an article on the subject of increasing reader interest in captions of advertisements. Is enough attention paid to them? Granted that a title is well worded and of the "teaser" variety, can something more be done to make people stop and read, no matter how busy they are?

Yes, there are ways and means and a wide diversity of them. Certain advertisers have discovered the secret of making the headline "stand out," and a general summary of these is not without its lesson to those who say there is nothing new under the sun.

One characteristic of advertising stands out above all others—its resourcefulness. The mere skimming over of a publication does not at first bring out the cleverly hidden bits of work. They are there, nevertheless.

Suppose we see what has been done in recent advertising to make the headline more conspicuous than it might otherwise be.

We will take them as they come,

regardless of account or prestige or amount of space used. How can a title be made to demand the reader's attention?

One class of headlines ties up so intimately with the illustration that the two are welded, and sheer curiosity compels us to see what happens.

HEADLINE PLUS ILLUSTRATION INSURE ATTENTION

In this class is the campaign conducted for the Grinnell Automatic Sprinkler System. Photographs, of a dramatic character, splendidly handled, always top the page. We have one, for instance, of a small boy, looking just a little afraid, surrounded by a school superintendent, a fire chief, a health officer and a chief of police. The title reads, "What if he does carry matches in his pocket?" And the lad has been caught in the act. However disinterested the average reader may be, he must stop and look and read. It's human nature to do it. And here we have a case of a headline so tied to picture that the two of them compel reading of the advertiser's message, because his curiosity has been aroused. He wants to know the answer. No trick is necessary. Type would do just as well as hand-drawn title. In the case of the Grinnell advertisement a secondary caption is placed beside the photographic picture and in small type. But it goes without saying that it will be read:

Seven schoolhouses catch fire each day. Every year the lives of over 200,000 school children are imperilled by fires during school hours, and the school progress of 450,000 children is seriously affected. Doesn't this show that the prevailing ideas of preventing such fires are radically wrong?

This advertisement is, in its headline, an attack upon a prevail-

ing system. Fixed ideas are challenged.

Then there is the headline that is so kin to the picture that one means nothing without the other. A series for The U. S. Playing Card Company elaborates this idea. "What does he hold?" is the drawn headline. A bright-faced man faces the reader, with five cards held back to reader. How many people realize that there are 2,598,960 combinations of five cards in a standard deck of fifty-two cards? Here is a query in a headline that must be read.

There is still another form of advertisement in which the caption is the entire appeal, or, at least, is the moving force. A Rexall campaign was actually built on this one idea. "Get over a few important facts in headlines and let it go at that. People will read little more. Make every fragment of copy a headline, and stop there."

And this was done. The product was featured in a small block and then a number of various sized blocks were scattered over the space, each one containing what was virtually a headline. The result was something quite new. The newspaper ideal prevailed—tell your story in the headlines.

Nestlé's Food advertising attempts this same idea. Three-fourths of the total space is given over to headline, in bold display. And this, hand-lettered, if assimilated by the average reader, is quite enough for one advertisement:

Remember that Nestlé's Food is Milk already modified—and best for your baby.

By stringing this headline, in display lettering, down a single-column space, the advertiser puts across a big sales idea. The body text amounts to little more than five or six lines in very small type. Display was the thing.

Headlines with a dash of personality always attract attention. That is why a certain Rumford Baking Powder display (all type) is sure to win. "I am glad" is the headline. "Who is glad?" asks the reader, and he runs on down

through the remainder of the text to answer the question. In this case a personable individual signed the advertisement—Janet N. Hill—and she gave very definite reasons why Rumford's had made her "glad."

When Pebeco reproduced six large tubes of toothpaste at the top of a full page and squeezed out cream from each one of them, to form the letters of the product, it was emphasizing the headline. Picture and lettering joined hands in an honest endeavor to make people look a second time.

Many years ago Yale & Towne began using a headline stunt that had as its purpose the emphasizing, in an unforgettable way, of the one word Yale. It has been used ever since, and grows better with age. Four panels are pictured—the panels that might be stamped on a lock. In the first panel a hand is just slipping into place the letter Y. In the second panel the same hand is placing the A. This continues until the word Yale is spelled out. The scheme is so striking that Yale has been burned into the memory of an entire nation. Here, then, is another clever manipulation of headlines and nameplates.

Advantage can be gained by dragging a "tail" from the last letter of the last word of a headline down either to the package or a special announcement in the body of the text. This idea makes a headline live longer than its first reading.

Character in headline lettering can be made to give added interest. Just when you have reached the conclusion that a headline is nothing more than some type, printed under a picture, or placed at the top of a written announcement, look around in the current publications and you will find that Genius has its own way of devising new ideas.

Make your headline live.

Hoover Disposes of Holdings in Washington, D. C., "Herald"

Secretary of Commerce Herbert Hoover has disposed of his holdings in the Washington, D. C., *Herald* and has severed his connections as part owner.

Emergency Service of National Business News Organization

No. 12

The minute news "broke" of a threatened railroad strike, staff representatives and correspondents of the two Fairchild daily business papers—DAILY NEWS RECORD and WOMEN'S WEAR—were "on the job" in every manufacturing, jobbing and large retail distributing center.

Within twenty-four hours these papers were carrying to the textile, apparel and related industries from coast to coast the particular information affecting their industries which they get from no other source.

Local stocks; possible shipments by water, truck, parcel post; emergency local manufacturing facilities—every day these two papers concentrated in their news columns information, opinions, suggestions, from every source.

In this emergency, as in others, they were the national news resource of their industries.

Such service gives their circulation a value to advertisers much above the average.

Proof in the dry facts below—

FAIRCHILD PUBLICATIONS include: (1) two daily business newspapers—WOMEN'S WEAR, paid circulation exceeding 23,500 daily, to more than 1700 cities and towns throughout U. S. A.; and DAILY NEWS RECORD, paid circulation exceeding 18,000 copies daily, to more than 1900 cities and towns throughout U. S. A. (Both Members A. B. C.); (2) the "twin" semi-monthly, illustrated, trade magazines—MEN'S WEAR and CHICAGO APPAREL GAZETTE—paid circulation exceeding 10,800 copies per issue, to retail merchants and their staffs in every section of U. S. A. (Both Members A. B. C.); (3) a variety of trade directories covering all branches and markets of the textile, apparel and closely related industries—the FAIRCHILD BLUE BOOKS—with a combined annual distribution exceeding 185,000 copies; (4) FAIRCHILD'S BULLETIN—published weekly in two editions, for European and other foreign countries. Head Offices: Fairchild Building, 8 East 13th Street, New York. Branch Offices: London; Paris; Washington, D. C.; Chicago; Philadelphia; Boston, Rochester. Staff correspondents or other news correspondents everywhere.

A New Publication for Hotel Managers

Edward H. Ahrens, formerly manager of *Factory Magazine*, and later in charge of the publications of the A. W. Shaw Company, *System* and *Factory Magazine* in the Eastern territory, has left that organization after a twelve years' connection to become publisher of *Hotel Management*, a new publication for hotel managers.

The new publication will have a page size of seven by ten inches. It will be published monthly in New York by the Ahrens Publishing Company, Inc. A branch office has been established at Chicago. The first issue will appear in January, 1922.

Associated with Mr. Ahrens is N. E. Woolley, formerly active in the management of the Ponchartrain, William Penn and Drake hotels; J. S. Warren, formerly in charge of the Eastern service and research work for the A. W. Shaw Company; and Ray D. Smith, at one time in charge of the Pittsburgh office for *Factory Magazine*; and later with J. Walter Thompson Company, who will handle the Western end of the business.

Sunbeam Chemical Company Resumes Advertising

The Sunbeam Chemical Company, of Chicago, maker of Rit dye soap, has decided to resume its advertising activities after having done no advertising at all for more than a year. The start will be made in newspapers in various sections of the country, including the Northwest, Central West, South and certain sections of the East. The intention is gradually to expand so as to take in all branches of national publicity. Porter, Eastman & Byrne, Chicago advertising agency, which have just secured the account, are now working out the schedule for the newspaper advertising, which will be placed very soon.

Armour Resumes Advertising

Armour & Company will resume advertising in periodicals November 1. In addition to the magazine advertising, a special campaign to obtain distribution is being conducted in New York, where extensive use is being made of outdoor advertising.

The advertising message is being directed at the woman buyer of food products and is designed to sell Armour products off the dealers' shelves as the most effective way to build better and increased business.

Milwaukee Begins Planning for 1922 Convention

The Advertising Club of the Milwaukee Association of Commerce will have a dinner and reception on the evening of October 31, at which plans will be made for the 1922 meeting of the Associated Advertising Clubs of the World, which will be held in that city. The promoters expect to have at least 2,000 people present.

Floyd W. Parsons with "Gas Age-Record"

Floyd W. Parsons, who has been editor of "Everybody's Business" department of the *Saturday Evening Post*, has become editorial director of the *Gas Age-Record*, New York.

Before joining the *Saturday Evening Post* Mr. Parsons had been engaged in mining engineering work for coal mines in the Middle West, and had been editor of *Coal Age*, New York.

During the war he was associated with Dr. H. A. Garfield, director of the United States Fuel Administration.

Elwyn L. Barron Killed in Accident

Elwyn Lee Barron, representative of the J. Walter Thompson Company, New York, was killed in an accident in the Hudson & Manhattan Tube on October 18. Mr. Barron had been manager of the London office of the J. Walter Thompson Company for two years. He returned to the New York office in January of this year. He was thirty years of age.

French Poster Company Appoints Representative

Emile Garden, New York, who has been for several years the United States agent for the Lyons Fair and for the Didot-Bottin, has secured the agency for the United States of the Etablissements Vercasson, of Paris, the producers of French posters.

"Farm and Fireside" to Reduce Page Size

Farm and Fireside, New York, with the issue of January, 1922, will be reduced in size from a 720-line four-column page to a 450-line three-column page.

Otto Barth Makes a Change in Kansas City

Otto Barth, formerly with the Potts-Turnbull Company, Kansas City advertising agency, has joined the Allen C. Smith Advertising Company, of that city.

Singer Sewing Machine Account for Gunnison

The Singer Sewing Machine Company has appointed Stanley E. Gunnison, Inc., New York, as its advertising agency.

"Town & Country" to Become Semi-Monthly

Town & Country, New York, will be published twice a month, on the first and the fifteenth, beginning January, 1922.



This mantel mirror of Chinese Chippendale design is typical of the antiques shown every month in "The Acquisitive Connoisseur" department of Harper's Bazar.

ANTIQUES! Here is a hobby in which of necessity only people of wealth can indulge. And Harper's Bazar in its purpose to reflect every interest of its readers contains each month a department devoted to information about antiques.

Harper's Bazar



How many dealers do you miss in New York?

GULDEN salesmen, using routed lists furnished by the Merchandising Service Department of the NEW YORK EVENING JOURNAL, found fifty new leads in one of the downtown districts of New York alone.

If Gulden had covered the Metropolitan market only for a year or two, the full significance of this occurrence would not be brought out. But Gulden had worked the New York market for *fifty years*. As Mr. King, their sales manager, says in his letter, "*we did not think it possible there could be such a number of retailers we had no record of.*"

The Tetley Tea Company, earlier in the year, had exactly the same experience of the practical value of the accurate routed lists furnished JOURNAL advertisers—and Tetley had been in the New York market for over *twenty-five years*.

But such a condition is quite natural. The continued checking of routed lists requires such a vast amount of detail work that it is beyond the economic functions of a manufacturer's sales department. Yet it is only one part of the co-operation given—without cost—to manufacturers by the Merchandising Service Department of the NEW YORK EVENING JOURNAL to back up consumer advertising to the JOURNAL's million daily readers.

NEW YORK EVENING JOURNAL lists are accurate, up-to-date; are checked by fieldmen's work, and rechecked by the mailing of five trade papers. When you use a JOURNAL routed list, you know it's right.

Gulden's Mustard is an E. T. Howard, Inc., account.

LARGEST DAILY CIRCULATION IN AMERICA—AND AT 3c A COPY

THE NEW YORK EVENING JOURNAL

(Member Audit Bureau of Circulations)

GULDEN'S

OFFICE AND FACTORY
40-42-50 ELIZABETH ST.
CABLE ADDRESS
"GULDEN"



ESTABLISHED 1867

CHARLES GULDEN

MANUFACTURERS

MUSTARD

AWARDED MEDAL
AND DIPLOMA
AMERICAN INSTITUTE 1893
WORLD'S FAIR 1893
CHICAGO EXPOSITION 1900

NEW YORK Oct. 19, 1921.

New York Evening Journal,
2 Columbus Circle,
New York City.

Gentlemen:

Recently we received from your office a routed list of the retail grocers in Manhattan, Bronx and Brooklyn, and we feel it only fair that we advise you of the wonderful help that we have obtained from this list.

We have worked the Metropolitan District for fifty odd years and did not think it possible that there could be such a number of retailers that we had no record of. In one of the downtown districts we were fortunate in obtaining the names of very nearly fifty new leads.

The splendid support that your Merchandising Service Department has rendered in placing the Gulden soft prints on the grocers' windows in Greater New York is greatly appreciated as well as the write-ups you have given us in your Trade News.

This close co-operation on your part has resulted in greatly increased sales of Gulden's Mustard in the Metropolitan District.

With best wishes, we remain,
very truly yours

J. S. King

Send for a copy of
WHAT ELEVEN MANUFACTURERS DID IN NEW YORK

COPY

OVER DOUBLE ANY NEW YORK EVENING PAPER

EVENING JOURNAL

of Circulations)

Rate Reduction

WE take pleasure in announcing the following reduction in advertising rates, effective with the December issue, 1921:

From \$4.50 the agate line to \$4.00

From \$2,900.00 the page to \$2,500.00

Four-color Rates Also Reduced

We take this occasion to thank our advertisers for their splendid support during the past year and to say that their confidence has in a large measure made this reduction possible.

THE FARMER'S WIFE

A National Magazine for Farm Women

ST. PAUL, MINNESOTA

750,000 CIRCULATION MONTHLY

Western Representations
Standard Farm Papers, Inc.
1109 Transportation Bldg.
Chicago, Ill.



Eastern Representations
Wallace C. Richardson, Inc.
95 Madison Avenue
New York City

Member Audit Bureau of Circulations

Dissolving Frozen Credits with a Cash Sale Plan for Manufacturer and Dealer

Baltimore Manufacturer Establishes a National Credit Service to Speed Up Sales

By Roland Cole

[EDITORIAL NOTE: The use of the word "dealer" in the following article does not accurately describe the function of this company's customers. While they are dealers in the sense that they sell many motor accessories to car owners, they do not handle Block & Decker products for resale, but use them. Consequently, they are really consumers.]

NOT long ago a man wanted to buy one of the lower priced automobiles. The selling price, we will say for the sake of convenience, was \$500. He did not have the money. One dealer to whom this man went told him he would sell him the car for \$185 cash and nine notes of \$35 each. Another dealer offered terms of \$170 cash and eleven notes of \$30 each. A third dealer said the best he could do was \$490 cash. Business had been poor, he explained, and he was unable to get the banks to take his paper or to obtain further credit from the manufacturer.

Had the man been obliged to buy from the third dealer he would have been unable to do so until he could have saved up the cash or borrowed it. Consequently he purchased a car from one of the other dealers for a small cash payment and the notes, put the machine to use in his business which thereby enabled him to earn the money to meet his notes as they came due. As a result the community benefited, so did the man, so did the dealer and so did the manufacturer.

The easy-payment plan of selling works an economic advantage all around the circle. It has been adopted in the retail selling of numerous articles of merchandise. But so far we have heard of few instances where it has been put into practice to any large extent by the dealer, the jobber or the manufacturer. One reason why

this has not been practicable is because there has been a general curtailment of credit from jobber to dealer and from manufacturer to jobber. Financial stringency results in frozen credits, and frozen credits eventually extend downward to the retail dealer and limit his activities to cash sales.

Consider the dealer and jobber, separately or together. Suppose when he made his easy-payment sale to the consumer, he could take the small cash payment and the sheaf of notes, and pass them along to the manufacturer, who would give him credit for them as for cash, or pay him cash for them in case there was nothing else owing. Impossible, you say, because the manufacturer in ninety-nine cases out of a hundred has no cash reserve, or credit resources, to enable him to negotiate such a transaction in a widespread way. But if he could devise a way of doing it, would not that enable him to make more sales and keep his factory running?

The Black & Decker Manufacturing Company, of Baltimore, maker of portable electric tools such as valve grinders, drills, air compressors and electric grinders, recently has worked out a plan along this line which possesses so many practical selling features that a description of it is certain to offer a number of valuable suggestions to manufacturers in a great many lines, more particularly agricultural implements, farm equipment, automobiles, household appliances, machinery, furniture, etc.

In connection with the plan, the company has worked out a most comprehensive advertising and merchandising campaign to put it over with its dealers in a big

way during a short period of time. Advertisements announcing the plan will appear in trade publications from October 12 to November 3. The first advertisement reads as follows, under the caption, "Black & Decker National Credit Service for the User—What Is It?"

"A service which enables you to buy any Black & Decker Portable Electric Drill, Electric Valve Grinder, Portable Electric Grinder, or Electric Air Compressor by paying less than one-quarter in cash and the balance in six equal monthly payments. *No charge is made for the accommodation.* You buy at our regular price without any extra charge for the long credit.

"The most popular drill for all-round use in the garage or service station is the Black & Decker Half-Inch Portable Electric Drill—net list price \$110. You can have this delivered to you by your own jobber by paying only \$25.30 and agreeing to pay \$14.12 monthly for six months.

"All Black & Decker equipment pays for itself in a short time. Ask your neighbors who are already Black & Decker equip.

"The plan enables you, for a small initial outlay, to install Black & Decker equipment, and make it pay its own way, instead of struggling along with less up-to-date equipment for a long time in order to earn enough to buy Black & Decker time- and money-saving equipment.

"We will be glad to send you our booklet describing this service in detail, showing how you can get up-to-date equipment and make it pay for itself."

The 1921 advertising campaign of the company embraces general advertising and a list of business papers. The emblem of the credit service plan will be incorporated in all of these advertisements. A special design of the emblem will also be included in the 1922 campaign with the following copy:

"You can buy Black & Decker equipment from your own jobber anywhere in the United States or Canada on terms that will permit the equipment to pay for itself.

Nothing is added to the regular price of the equipment and no interest is charged for the long credit.

"Ask your jobber or write us for information regarding Black & Decker National Credit Service."

The booklet referred to in the before-quoted business-paper advertisement describes the service in detail and contains a full price list of Black & Decker equipment, which shows in connection with each article its regular sale price, the initial cash payment and the amount of the six monthly payments. Should a dealer desire to purchase a Battery Drill Stand, complete with electric drill and two lead boring bits, 220 volts, he can refer to the table on page seven and see that the price complete is \$139.40, and that under the National Credit Service Plan, the initial cash payment is \$32.06 and the six monthly payments are \$17.89 each.

A printed explanation of the credit service plan is sent to the jobber. It reads as follows:

"This plan provides for the purchase of Black & Decker equipment on a rental basis similar to the purchase of a house through a building association, by the purchaser making an initial payment amounting to only 23 per cent of the price of the unit (or more if he so desires). The balance to be paid out in equal monthly payments for any number of months not to exceed six.

"Suppose, for example, the customer desires to purchase a Black & Decker unit by the minimum down payment (23 per cent) and the maximum time allowed (six months).

"Let us say for convenience: The price of the unit is\$100.00

"The buyer pays to the salesman 23 per cent, or... 23.00

"The buyer signs a six months' note for.....\$ 77.00

"(Note for \$77.00 is payable in six equal monthly payments of \$12.84 each, beginning thirty days after shipment of unit.)



Four Million Dollar Increase in Savings

DETROIT banks report that in the period from June 30th to September 7th, savings deposits INCREASED FOUR MILLION DOLLARS.

This is as it should be. Instead of savings being withdrawn, Detroit people are piling up a surplus—a certain indication of returning prosperity and increased business activity. This is one "straw" in the "wind" that shows things to be moving in the right direction.

Detroit's buying power today is well over \$800,000,000 per year, and the fact that The Detroit Free Press reaches 98.6% of the homes where there is an income of \$10,000 or more, shows clearly and conclusively that there is only ONE efficient way to reach this buying power.

The Detroit Free Press

"Advertised By Its Achievements"

Foreign Representatives

VERREE & CONKLIN, Inc.

New York

Chicago

Detroit

Portland, Ore.

"The note is in rental form to suit the individual States and holds the unit as security until all payments are met.

"(Booklets will be furnished by us explaining to the user the benefits he derives from this service and containing complete price lists covering the Black & Decker line, showing the initial cash payments and the amount of monthly payments for each item.)

"You indorse the note and sell it to us for \$75.

"We pay either by credit to your account, or by check if the account is already paid otherwise.

"(You note that we, in paying the account to you in cash, retain the customary cash discount of 2 per cent.)

"We in turn indorse the note and discount it, which we have arranged to do in indefinite amounts.

"The Commercial Credit Company, a nationally known and responsible firm of commercial bankers, will make the collection of the notes, with, of course, due consideration to us and to you:

"(a) When the buyer is notified of the maturity of a payment you receive a copy of the notice.

"(b) If the notice fails to obtain payment the buyer is given second notice by letter, you being also notified by letter, inclosing copy of the letter sent to the buyer.

"(c) Every fifteen days a list is sent to us of all past-due payments. This, you see, gives us all an opportunity to urge the customer to pay without conflict.

"If it should become necessary to repossess the unit (and statistics show that the percentage of such necessities is hardly 1 per cent) the bankers make the repossession and return the unit to us, charging *our* account for the unpaid balance.

"The credit risk on this plan is less than the risk on open account as it is secured not only by the signature of the buyer but by the unit itself, so that there is no risk whatever worth considering, but if there is any question or point of information you desire before going ahead and putting this across big, write to us immedi-

ately so that you can begin as soon as possible to cash in on the benefits of Black & Decker National Credit Service."

In addition to the foregoing many examples are given in the bulletin for handling sales involving larger cash payments than the minimum of 23 per cent and a fewer number of notes than six. Also just what would happen when payments default at various stages of the transaction and it becomes necessary to repossess the unit. The company agrees to share one-half the credit risk with the jobber.

If the jobber desires to make use of the service he signs an order form, which reads, "We would like to have the Black & Decker National Credit Service Franchise. Kindly send us a supply of the forms specified below."

This is followed by a list of the various forms of lease or sales agreements as required by the different States. The jobber also orders a copy of the emblem, a supply of emblem stickers for use on outgoing mail, a supply of booklets for distribution to dealers, and submits copy for the jobber's imprint.

Full instructions also have been printed for the use of jobbers' salesmen.

If a jobber operates in Pennsylvania, for example, he orders a supply of Form No. 1000, Pennsylvania Lease Agreement, in sufficient quantity for all of his salesmen.

The following campaign schedule has been worked out and is now in operation:

On September 24, 1921, a printed copy of the schedule was mailed out to all Black & Decker branch managers and salesmen with a supply of colored emblems and stickers for use on outgoing mail and packages.

On September 26 news articles describing the plan were mailed to about thirty trade papers, for release on October 1.

On September 28 booklets for distribution to prospective buyers were supplied to branch managers and salesmen with complete instructions covering their use.



A Food Service

far in advance of the ordinary—recognizing food as a great fundamental—giving the best obtainable scientific advice, in a practical way, upon those food problems which govern the physical and economic welfare of the home—this has long been the aim of the Editors of the JOURNAL.

That this sincere editorial effort is tending toward accomplishment may be observed in any current number of the JOURNAL.

The People's Home Journal
NEW YORK

For 36 Years the Magazine for Every Member of the Family

f-Farm Life Coverage

FARM LIFE gives you the most evenly distributed national farm paper circulation you can buy.

The whole country is covered in remarkably even density with the exception of a few northern states where the coverage is slightly heavier.

The accompanying map illustrates this even distribution. In more than three-fourths of the country practically the same percent of farms are reached with an increasing proportion in some of the better states.

Farm Life's 850,000 subscribers represent thirteen percent of the total farms of the country. Its truly national distribution means that it reaches a good number of farmers in every locality.

Such a paper affords an ideal medium for the National Advertiser. If but one paper is used it is the logical choice. If a list of papers is used it should be the basic paper.

FARM LIFE PUBLISHING COMPANY

Spencer, Indiana

THE JAMES M. RIDDLE COMPANY

Advertising Representatives

New York

Chicago

Detroit

Atlanta

St. Louis

Kansas City

Cleveland

San Francisco

SPENCER, IND.
Farm Life

Other features of the campaign are specified on following dates, so that everybody in any way concerned in the operation of the plan was fully possessed of information and campaign material before the publication of the advertisements.

In explanation of why the National Credit Service will prove advantageous the company says:

"When a customer comes into a garage and wants the carbon cleaned out of his motor and the valves ground, the garage proprietor puts one of his mechanics to work on the car and tells the customer he'll have the car ready for him the next day. When the mechanic gets to the valve-grinding operation, he does it by hand with a screwdriver and consumes four hours, for which he receives at his regular rate of pay, 70 cents per hour, or \$2.80 for the job. The customer is charged at the rate of \$1.25 an hour, or \$5.

"If the garage had been equipped with an electric valve grinder the grinding operation would have been accomplished in less than an hour at a cost of 70 cents, and if the proprietor had charged his customer 100 per cent the grinding operation would only have cost the customer \$1.40 instead of \$5, and the fact that it was performed in less than one hour instead of four would have made it possible to deliver the car to the customer the same night.

"The garage owner could have saved three hours of his mechanic's time, he could have saved the customer \$3.60 and also saved the customer the loss of one day's use of the car.

"There are hundreds and thousands of people in every line of business today who could do likewise with various kinds of time-saving equipment. Whether it be a garage, a farmer or a shoemaker the parallel holds good.

"If someone would lend the garage owner an electric valve grinder for six months he would build up a surplus with which to pay for the machine and by being equipped to handle his work more efficiently and by saving his customers both time and money he

would increase his business and further improve his condition.

"We are so sure of the correctness of this reasoning that we have installed what we have been pleased to designate as our National Credit Service.

"Under our plan we extend this service to the buyer through our jobbers without any additional charge. To the man who is in a position to pay cash, however, there is always the standard cash discount of 2 per cent or 3 per cent available.

"This discount, allowed by the jobber, naturally accrues to us as we make the cash payment to the jobber for the purchaser, and this, plus the general reduction of our overhead through our largely increased sales, amply repays us for the expense we are put to in discounting the purchase agreement.

"This plan benefits users of our products and should not affect their general line of credit with banks or jobbers, inasmuch as the equipment purchased is its own security. It enables the buyer to put in labor-saving equipment so that he can take care of his work with less help (saving on his payroll), or enables him to secure and take care of more work (with the same payroll).

"Not only does this service benefit the user, but it is a decided help to the jobber because it enables the jobber to increase his sales and thereby his profit. It makes sales under this service, cash sales, saving the jobber the necessity of carrying the account for thirty, sixty or even ninety days, and also relieves the jobber of the cost of collections, thereby increasing his profit on the transaction.

"While this plan has only just been put into effect the results are startling, and it is apparent that so far as our business is concerned this is what was needed to help the user of our products to increase his income and to stimulate sales by our jobbers to the user with the natural sequence of increased sales by us to the jobber."

“Yes,
I’ve heard
of him”



A MAN'S name is mentioned and you say, "Yes, I've heard of him."

Later on you are introduced, and the next time he is mentioned you remark, "I've met him."

After a bit, you are able to say, "I know him."

You find he wears well and before long you say, "He's a friend of mine."

Many times you have gone through those stages that lead into friendship with people. And many times you have unconsciously gone through the same stages with inanimate objects.

The name of some article is mentioned and because you have seen it advertised you realize that you have "heard of it" somewhere. Then you try it, grow familiar with it, and soon its use becomes a fixed habit.

It is human nature to prefer the known to the unknown. To damn a thing, all you have to say is "I never heard of it!"

Some of us react quicker than others, but nearly all the reading millions of America are profoundly influenced in their buying habits by advertising.

If you make good goods you
can build trust in them by
making them known. You
can mould Public Opinion to
a favorable view of your brand
by advertising it well enough
and long enough.

ONCE a month, or more frequently,
we issue a publication called Batten's
Wedge. Each issue is devoted to a single
editorial on some phase of business. If
you are a business executive and would
like to receive copies, write us.

GEORGE BATTEN COMPANY, Inc.

Advertising

10 STATE ST.
BOSTON

381 FOURTH AVE.
NEW YORK

McCORMICK BLDG.
CHICAGO

Moulding favorable public opinion for articles or services that deserve it

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The Salesman Who Sells When Business Is Blue

Enterprise vs. Old Man Inertia

By J. P. Derum

A SALESMAN for a kitchen cabinet manufacturer was calling on one of his best customers, a furniture dealer in a town of 60,000.

The dealer was pessimistic. Great gobs of gloom hung about his office. Business was as dead as a coffin-nail; he had not been able to sell the kitchen cabinets he had ordered six months before; a second order was entirely out of the question.

Here was an evident impossibility. A dealer who was still overstocked with cabinets on hand six months was clearly not one on whom to waste much time.

This kitchen cabinet salesman, however, was the kind that is doing the impossible as a matter of daily routine. He was in the habit of using his head to think with, instead of as a stand on which to hang his hat. He also believed he owed a duty to any dealer who was stuck with his line.

He asked a few questions. The town was an agricultural centre. The farmers were not buying. They had money, but they were not spending it for even seemingly indispensable machinery. The dealer had given the cabinets the ordinary amount of advertising, but had put no special or unusual effort behind them.

"I believe I can sell those cabinets for you," the salesman said, after some thought. "I am ready to try, if you can loan me the front sidewalk tomorrow, Saturday."

The dealer was more than willing.

The next morning, Mr. K. C. Salesman was on the job. He had two cabinets moved to the street, right out to the curb. He filled them with kitchen utensils; and with flour, sugar, and other food products from a neighboring grocery, which was only glad

to make the loan in return for a small sign mentioning the store's name.

The salesman had had painted, the night before, a large sign, which read:

SEE THIS KITCHEN CABINET IN ACTION
It Saves Mother Time and Work
It is what every Woman Wants
Now selling at.....\$.....

The sign was fixed between the two cabinets, so placed that it would be easily read by passersby on both sides of the street.

The enterprising salesman stood on top of one of the cabinets, soon attracted a crowd, and hopped down to begin demonstrating.

Before the day was over he had sold the twelve cabinets the dealer had on hand, and had taken orders for eight more. The dealer, with the idea of continuing the demonstration himself, ordered sixteen more cabinets.

That salesman, and other salesmen of his company, are now holding street demonstrations wherever needed throughout the country. One idea has been worth many thousands of dollars. It is obviously an idea that can be applied to other products.

A motor-truck dealer in a town of similar size knew that a local furniture dealer needed a motor truck. He could not sell him, although the furniture man was favorably disposed. He finally elicited the reason—the furniture dealer's bank wouldn't loan him the money. A trip to the bank, with all the persuasion of the truck dealer, was futile. The response of the banker was flat. A truck was overhead expense; money was too tight for such loans.

The truck dealer was stopped for the moment. But he hadn't stopped thinking. In three days

he was back at the furniture store. It was Saturday.

"Just let me browse around here among your salesmen and customers and ask whatever questions I please," was his proposition.

He saw customer after customer—most of them farm proprietors—come in, look over furniture, and then decide to "come in again."

He collected their names and addresses, and a list of the furniture in which these people were interested. At the end of the day he went to the proprietor, showed him the names, and asked him to put a salesman and whatever furniture he selected, at his disposal.

He called Monday morning with a truck. He had it loaded with furniture. He and the salesman started out into the country. They placed that load of furniture in the homes of farmers who had displayed interest in it.

It was a trick easily turned. It was stressed to the prospect that no obligation was incurred. They would call for the furniture in a week if the folks were not disposed to buy. They just wanted to show, they said, how it would look in the room.

This method of distribution continued for three days. Several hundred dollars worth of hitherto immovable furniture had been placed in homes.

Of course, after the farmer's wife and the girls had seen that furniture and had used it for a week, the thought of displacing it with the shabby, worn furniture of many years, was unbearable. The head of the house bought—there was not one return.

Here the dealer, armed with a more or less obvious idea, proved the truck a sales force, instead of an overhead item. Moreover, he made a convert of the one man who could most help his sales—the banker.

These two instances drive home a moral: "The salesman who works hard, and *thinks hard*, is the salesman who wins."

Talk is cheap. One sales-making idea is worth a whole dictionary of conversation.

The point is, that sales can be made—are being made. But it

frequently requires a resourceful man to make them. The resourceful salesman is the man who never stops thinking, and reading, about selling his product. He works with his brain more than with his vocal cords.

He is illustrating every day the motto of William C. Durant: "A man can conquer anything with his brain."

The salesmen who are resourceful are the salesmen who are constantly thinking sales thoughts; and who are putting these thoughts, these ideas, into execution. This is the kind of salesmen who are making good today, and who will be making more than good tomorrow. The other kind are pushing wheelbarrows; or advertising, in wheels, in word, in manner, that business is rotten.

The Lure of the Cities

THE HOWARD LAW ORGANIZATION
CHICAGO, OCTOBER 17, 1921.

Editor of PRINTERS' INK:

So far as I am concerned, as an individual, it doesn't make a particle of difference; as I have not been placed in a position (or rather out of one) where I might find it advantageous to answer a PRINTERS' INK ad.

But ever since I started to read PRINTERS' INK, some twelve years ago, it has struck me forcefully that advertisers seeking application letters from prospective employees would benefit materially, and encourage a greater response, if they would mention the name of the city in which the job is open.

I have read many very fine "help wanted" advertisements in your pages, but most of them lack this important information to encourage replies.

There, now, I can breathe more freely that I got that "off my chest."

THE HOWARD LAW ORGANIZATION.

HOWARD LAW.

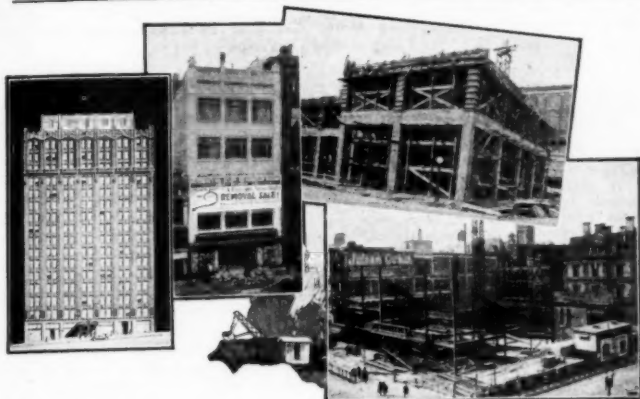
Theodore H. Sweetser with Shumway Agency

Theodore H. Sweetser, who has been associated with Henry Knott, Inc., Boston, and previously with the S. A. Conover Company, of the same city, has joined the Franklin P. Shumway Company, advertising agency of Boston.

Look for the Reorders

The J. B. Williams Company is now advertising that it will send, for ten cents in stamps, a full-sized, permanent holder top, with reduced size soap. "When the sample is used up, you need buy only the new Reload, saving the cost of a new metal holder and box."

Market City of the Richest Trade Territory



Omaha

builds for the future!

We can show here only a representative few of many new buildings in the course of construction in Omaha. Besides these temples in the business section, innumerable new homes are going up. The high cost of material and other vicissitudes of the building market did not stop construction. During the past two years, advancement in this direction has been continuous, and, in addition, the city has expended an enormous sum for grading down hills and improving streets—building for the future.

Due to construction activity here, Omaha overtook eleven cities of greater population and attained the position of twentieth, although thirty-fourth in population for the year 1920. The populace here and in the adjacent wealthy region have unusual purchasing power. Is your product being advertised to them in Omaha's dominant newspaper?

Our service department will cheerfully secure for you any information regarding this territory. Its only purpose is cooperation with the national advertiser.

OMAHA WORLD-HERALD

Away ahead of the rest in news, advertisements and home circulation.
O'Mara and Ormsbee, Reps. Chicago—New York—San Francisco

The Ethical Status of the Private Sale

Practice Is Censurable, Only When the Sale Is Faked—Plan Used by Reputable Concerns

ROOS BROTHERS, INC.
SAN FRANCISCO, CAL.

Editor of PRINTERS' INK:

A mighty serious condition has grown and been allowed to exist in San Francisco, by which nine-tenths of the public is exploited at the expense of 10 per cent.

I refer to the custom which some stores have of announcing a big special event, whether it be a sale, or season opening, or what-not—but who then send out letters to customers and others announcing that one day or three days will be "private-sale" days, or "reservation" days, during which the favored recipient of this notice may come in and buy before the public is given the opportunity.

I think you will agree with me that this is not only poor policy but is damnably dishonest and for reasons which are so obvious that they need no mention.

I am most curious to know what attitude has been adopted in the East and the Middle West by big, reputable stores in this matter. Are these private sales still a favorite with big houses? Has anyone publicly "defended" them, or "prosecuted" them, with any degree of success? And what is your attitude, either officially or unofficially, on the matter? Please give me as much information as you can, pro and con, on this subject, because just now, when merchandising and advertising are struggling bravely against some of the rocks in the sea of selling, the private sale idea is looming large in the West as a means of having a "shylock" sale without having one!

EDWARD ST. GEORGE,
Advertising Manager.

WHILE the subject Mr. St. George brings up is largely one of retail interest, still it concerns manufacturers because we believe that several advertisers encourage their distributors to hold these private sales. It falls, therefore, within the province of PRINTERS' INK.

Whether or not the custom Mr. St. George describes is censurable depends on how the sale is conducted. If the invitation is sent only to regular customers for a private showing in advance of the public sale, there is certainly nothing wrong with the plan. In the men's clothing field we believe it is the practice of many stores of the highest standing to invite their

established patrons to make their selection a day or two before the general public is informed of the reduction. Hart Schaffner & Marx's retailers in some sections of the country do this on the occasion of their semi-annual clearance sales. They also do it once in awhile when special sales are held, such as shirt sales. Assuredly a house of the high ethical standing of Hart Schaffner & Marx would not tolerate their distributors using this plan if there was anything questionable about it. It seems to us there is much justice in the idea. If a store is going to sacrifice its stock, it is only fair that the true friends of the establishment should be given the first choice. Every town is filled with chronic bargain hounds, who never buy anything, unless it is "on sale." These folks rush into the store on the morning of the sale and rummage through the stock before the more timid shoppers get a chance. Merchants naturally do not wish to submit their best customers to the indignities of such a melee. If it were not for the private sale, the store's most desirable trade would have to take the leavings.

Of course, as Mr. St. George points out, these confidential sales are frequently abused. Sometimes they are pure fakes. Everybody in town gets the private invitation. Generally speaking, though, considering the matter as it relates to the whole United States, these sales are not seriously mistreated. Here and there, such as is evidently the case in San Francisco at present, unscrupulous dealers seize a good idea and abuse it for the furtherance of their own selfish purpose. Where that happens, it is a matter for the retail merchants' association to deal with. Like any other evil, it should be curbed without scruple.—[Ed. PRINTERS' INK.]

There are no "little" jobs in setting type and dressing up advertisements. The so-called "little" one is just as important to the man it is done for as the so-called "big" one; and for that reason just as important to Bundscho and everybody in the organization. So you cannot be neglected here.



J. M. BUNDSCHO
Advertising Typographer

58 EAST WASHINGTON
CHICAGO

HERE TYPE CAN SERVE YOU

Furniture, Stoves



This is a photograph of the Ford automobile plant at Highland Park. What has it got to do with the Michigan small city? Well, who feeds all the employees of this and all the other automobile and furniture and stove factories of Detroit and the other large cities of Michigan—Michigan or the Bolsheviks of Siberia? Michigan's prosperity is too great to be kept from the eighteen cities served by the

Michigan League of Home Dailies

Albion Evening Recorder
Big Rapids Pioneer
Cadillac Evening News
Cheboygan Daily Tribune
Coldwater Daily Reporter
Dowagiac Daily News
Ionia Sentinel Standard
Manistee News Advocate
Marshall Evening Chronicle

Monroe Evening News
Niles Daily Star Sun
Petoskey Evening News
St. Joseph Herald-Press
South Haven Tribune
Sturgis Daily Journal
Three Rivers Commercial
Traverse City Record Eagle
Ypsilanti Press

MICHIGAN FACTS—The Michigan State Fair, established in 1849, is the oldest in America.—Niles (home of The Star Sun.)

es Automobiles—Michigan

Where is the furniture of the country made? Grand Rapids—and dozens of other Michigan cities.

Where are the stoves of the country made? Kalamazoo—and dozens of other Michigan cities.

Where are the automobiles of the country made? Detroit—and dozens of other Michigan cities.

The manufacturing prosperity of Michigan is not confined to any one city, or any three cities, or any fifty cities. It is statewide, as great on the farm as in the market. Michigan's chief manufactures are stable, staple needs; industrial crises cannot permanently affect the manufacture of necessities.

The Michigan League of Home Dailies

comprises eighteen newspapers published in as many prosperous small cities of Michigan. These cities all have important industries of their own, and they share in the prosperity of the bigger centers.

They are all evening papers, read when the business of the day is at an end, when not even the minor distractions of the small town are present. In the evening, in the small city home, in prosperous Michigan, the national advertiser's message, if printed in the home daily, is sure of a reading much more thorough than in any other setting.

If you want to share in the distribution of Michigan's prosperity, say what you've got to say in the Michigan home daily.

H. EDMUND SCHEERER

National Advertising Representative

MARQUETTE BLDG., CHICAGO

New York Office: 30 East 42nd Street - - - - R. R. MULLIGAN



A Tribute To Canada's National Farm Journal

THE enormous circulation of the Family Herald and Weekly Star represents the tribute of intelligent Canadian farmers to sound journalism and to the greatest of Canadian farm journals.

Actually greater than any two other Canadian farm papers combined, and relatively greater than any farm journal of the United States, the circulation of the Family Herald and Weekly Star is admittedly the most national in North America.

When you think of Canada's vast and wealthy rural market, think also of the one national advertising medium that possesses sufficient distribution and influence to establish a worthy product in every province of Canada.

Send for Advertisers' Bulletin Number 4 giving details of distribution (with maps) in every county of Canada.

Family Herald and Weekly Star.

Canada's National Farm Journal

Montreal

Established 1870

Canada

BRANCH OFFICES:

New York City, U. S. A.:

DAN A. CARROLL, *Representative*,
150 Nassau Street.

Chicago, Ill., U. S. A.:

J. E. LUTZ, Esq., *Representative*,
First National Bank Building.

Toronto, Ont., Can.:

M. W. MCGILLIVRAY, *Representative*,
182 Bay Street.

Winnipeg:

V. F. BLAKE, *Representative*,
457 Main Street.

London, England: M. A. JAMIESON, *Representative*, 17 Cockspur Street, S. W. 1.

When Your Market Goes Back on You

How the Armstrong Mfg. Co. Successfully Changed Its Selling Pasture

IN 1899 the Armstrong Manufacturing Company, then known as the Standard Stamping Company, Inc., was organized at Columbus, O., to engage in the making of a combination oil and acetylene bicycle lamp. Today the company, with headquarters at Huntington, W. Va., is devoting the major part of its efforts to the manufacture and marketing of the Armstrong Table Stove and Waffle Iron—both electrical appliances for use in the home. During the interim, the plant turned out a line of hardware specialties when the bicycle craze lost its appeal and its lamp market suffered accordingly. Later a line of gas burners for use in incandescent mantels was developed. Then, as gas gradually came to be partially supplanted by electricity, the company deemed it advisable to make another change in the factory's output, so it is now concentrating on household electric devices.

The Armstrong Table Stove, named after the inventor of the device, was adopted in the fall of 1916. Today, it is being featured in two-column space every month in a number of national magazines as well as similar space twice a month in a national weekly. In addition, page space is used in the trade publications reaching the electrical dealer and hardware merchant. There are also frequent mailings to a list of some 16,000 electrical dealers, together with more frequent mailings to about 600 jobbers.

Up to the first of the current year demand more than kept pace with production. Then occurred a temporary halt which is now being overcome and will shortly be merely a memory, due to the increased advertising planned for this fall and winter.

Naturally the change from a gas burner to an electrical appliance was not accomplished overnight. Just what the different problems

were, and how they were met, should be interesting to many manufacturers. Few, indeed, are they who can say with a degree of finality: "Our business is permanent. No new invention, or change in national customs can put us out of the running." Too many have found from actual experience what it means to see a market slip from their grasp due to the advent of something new or a radical improvement over the old, and they will testify that one can never be too certain of the future stability of his industry.

When the Armstrong company first approached the electrical trade with its table stove, the reception accorded the new article was lacking in warmth, to put it mildly. That was the first obstacle. It must be remembered that 1916 witnessed the real beginning of the great demand for electrical appliances. New manufacturers were coming into the field. Electrical merchants were bombarded with new merchandise. No wonder, then, the company encountered some difficulty right at the start.

APPROACHED DEALERS IT HAD SOLD ON OTHER LINE

To solve this problem of distribution, an interesting method of indirect approach was adopted. The company's acquaintance with the hardware trade was of rather long standing. Most of the hardware jobbers and a large proportion of hardware dealers handled electrical household devices. They were persuaded to add the Armstrong table stove by reason of their faith in the company's ability to make salable goods. As the stoves began to move through the hardware stores, it became possible to go to the electrical dealers with actual facts, proving just what could be done, from a sales standpoint, with the device. In that manner, slowly but surely,

the electrical trade was brought into line.

Every manufacturer who finds it necessary to turn his energies in a new direction will, in all probability, after the factory has been taken care of, find his first big sleep-killer in the difficulty of obtaining distribution. This applies, only, of course, when the new article calls for new retail outlets. In such cases, where it is at all possible to do so, the plan of getting the old-line dealers to start the ball rolling, is commendable. Such a procedure, if backed up by proper selling effort, will enable these dealers to roll up records which can later be presented to the regular trade as convincing testimony of the selling possibilities of the article. It is one thing to go to a new dealer with a mere statement that the article will sell and another to show him, in black and white, what another merchant, not even so well situated as he to sell such merchandise, has accomplished.

The next problem, which is also common under these circumstances, has to do with the sales force. In this case the question is: Can the same salesmen who sold gas burners to hardware stores sell an electric appliance to electrical stores? The question holds good when the jobber is the channel of distribution. The Armstrong company's experience would indicate that this question can often be answered in the affirmative. The same salesmen, with but one exception, have successfully sold both lines. No special education was given them.

Naturally, they were made acquainted with all the features of the table stove, its market possibilities, etc. Other than that, though, the men were left to their own resources. It was felt that after all, merely because a man happens to be back of a counter in an electrical store was no reason why he should be any different from the hardware dealer. The same arguments would appeal to him, and those selling stunts which most salesmen employ would work just as effectively.

In this connection it is worth noting that the company did not, at first, follow its customary policy of selling through the jobber. Only after the stove had been in the hands of the dealer some two and one-half years, during which several minor alterations were made, did the company feel the device sufficiently perfect to offer the jobber. This is a rather unusual procedure. Where it can be done, however, it makes for jobber good-will which bodes well



The Armstrong Table Stove is a compact, box-like unit, with a flat top surface and a small oven compartment below. It is designed for use in homes and small businesses.

Three Dishes for Four all cooking at once

THE Armstrong Table Stove cooks three things at once. You can boil, steam, broil, roast or fry—through all kinds of dishes to serve four people.

It is economical to operate, too. The Armstrong Table Stove uses no more current than the ordinary single electric burner.

Waffles and toast are browned on both sides at once. The waffle plates of the stove automatically lift all the food from the two heat units on the outside.

A complete equipment, comes with the Armstrong—deep broiling pan, grill, deep fryer, egg cups and rack. The outside are of chromium, light and good looking.

The sliding plug of the Armstrong Table Stove saves space. Each year electrical or hardware dealer to show it to you. The stove is \$11.00 and the waffle iron, which fits the interior compartment of the stove, is \$4.00 each. Write for booklet A.

THE ARMSTRONG MANUFACTURING CO.

Formerly The Standard Lamp Company

123 W. Seventh Avenue, Minneapolis, W. Va.

ARMSTRONG TABLE STOVE

ADVERTISER UNDISMAYED IN
SHIFTING FROM BICYCLE LAMPS
TO ELECTRIC TABLE STOVES

for ultimate success when the big push is scheduled and the jobber is called on to lend a hand.

With these problems solved the next step was the advertising. As has been mentioned, the Armstrong campaign is of a sizable nature. Business-paper copy tells the dealer of the different talking points of the table stove and waffle iron. One advertisement, for example, headed: "Exclusive features that make the Armstrong Table Stove easy to sell," goes on to say: "In making the sale of an Armstrong Table Stove your salesman is not hindered by

The Quick Route to the Chicago Market

Many a manufacturer has learned during the past year that to secure adequate distribution and sales in Chicago, economically and quickly, it is good business to utilize the services of the Merchandising Department of the Chicago Herald and Examiner.

Consider what such a service means to you: You secure adequate distribution before the advertising begins; your product is practically assured of the good will of Chicago dealers; and then, if product and price are right, the advertising to follow will create a well-established, permanent outlet for your goods.

To gain a clear conception of the scope and value of this Merchandising System, ask us to send you a printed exposition. A request involves no obligation.

CHICAGO
HERALD AND EXAMINER
AMERICA FIRST

a lack of selling arguments. The woman customer is taken with the compact, neat appearance of the stove and its complete equipment of light, aluminum utensils. Her sense of economy is pleased with its heat-conserving design and the fact that it cooks three things at once. She can see the advantage of browning toast and waffles on both sides at the same time. The tilting plug that never sticks recalls unfortunate experiences with other electrical appliances." The national advertising then comes in for mention, followed by a little talk, in the same vein, on the waffle iron.

The general copy is even more specific. It tells the interested housekeeper just how the Armstrong table stove can lighten her burdens. For example:

THREE DISHES FOR FOUR ALL COOKING AT ONCE

The Armstrong Table Stove cooks three things at once. You can boil, steam, broil, toast or fry—enough of each dish to serve four persons.

It is economical to operate, too. The Armstrong Table Stove uses no more current than the ordinary single electric toaster.

Waffles and toast are browned on both sides at once. The patented design of the stove concentrates all of the heat from the two heat units on the utensils.

A complete equipment comes with the stove — toaster, deep boiling pan, griddle, four egg cups and rack. The utensils are of aluminum, light, and good looking.

The tilting plug of the Armstrong Table Stove never sticks. Ask your electrical or hardware dealer to show it to you. The stove is \$12.50 and the waffle iron which fits in the toaster compartment of the stove, is \$4.00 extra. Write for booklet A.

In telling PRINTERS' INK the story of the Armstrong device, H. M. Jones, of the company, concluded with a statement which goes right down to the fundamentals of business success. "Our story," said he, "is, of course, an old story to us. It would seem to be rather void of interest to anyone else. There was nothing of the spectacular in our methods. In the development of our product we have worked rather slowly, in fact. That is due to the care we exercised in the making of these products, and the even greater care, if anything, in the treatment of those who distribute them."

There is a whole lot in that. A study of big business successes often discloses nothing tremendously unusual to which that success can be assigned. Rather, it is more often due to an observance of general business fundamentals which are an open book to anyone who cares to look for them. Those who expect the sensational are, therefore, quite often doomed to disappointment. In this particular case there is surely no evidence of any precedent-defying action. Armstrong simply followed the dictation of ordinary common sense. Yet the big change from bicycle lamps to gas burners and then to electrical devices was made with scarcely a hitch. The same quiet-working, brass-bandless procedure will work just as effectively for others similarly situated.

Coffee Roasters to Hold Special Advertising Session

The National Coffee Roasters' Association will hold its annual convention at New York on November 1, 2 and 3 at the Hotel Astor. A special session, devoted to the coffee advertising campaign, will be held on November 2 on the floor of the New York Coffee Exchange.

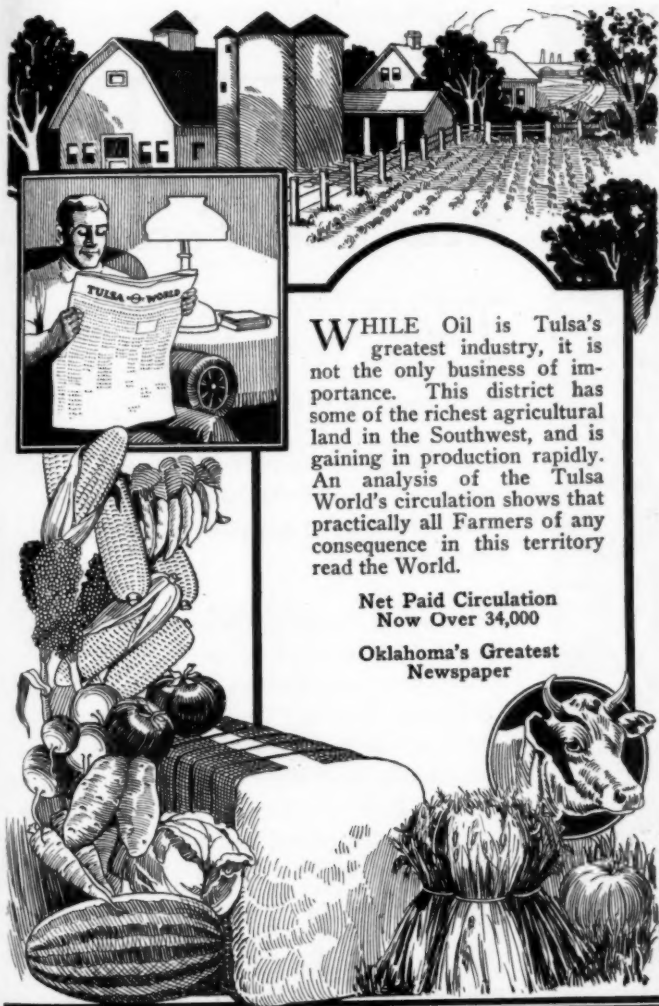
The association has used advertising in trade papers to call the attention of and to issue invitations to all coffee importers, brokers, jobbers, retailers and roasters, whether members of the association or not, to this special session. In this advertising it has said:

"This will be one of the most important trade events of the year. The Joint Coffee Trade Publicity Committee will present a report and there will be an open discussion of advertising plans which call for support and constructive suggestion from every element of the coffee business."

"National advertising during the past two years has caused a marked increase in consumption and, in the committee's opinion, is a large factor in the present improvement of conditions throughout the trade. The future of the coffee business rests, to a large degree, upon the continued success of this campaign."

Edward N. Riddle Account for Machen & Dowd Agency

The Edward N. Riddle Company, Toledo, O., manufacturer of decorative lighting fittings, has placed its advertising account with The Machen & Dowd Company, Toledo agency. Pages will be used in the women's publications. The first advertisement will appear in December.



WHILE Oil is Tulsa's greatest industry, it is not the only business of importance. This district has some of the richest agricultural land in the Southwest, and is gaining in production rapidly. An analysis of the Tulsa World's circulation shows that practically all Farmers of any consequence in this territory read the World.

**Net Paid Circulation
Now Over 34,000**

**Oklahoma's Greatest
Newspaper**

TULSA DAILY WORLD

RELIABILITY — CHARACTER — ENTERPRISE



The CENTURY

New Speed Forward

THE CENTURY editorial policy is constructed without a reverse gear. No backward step is possible. But the forward range is unlimited.

The November CENTURY, now in the hands of subscribers and on the newsstands, presents great richness of editorial substance.

Three of its features alone would make it an issue of unusual worth. These are: "The Organized Farmer Steps Forth," by Gustavus Myers; "The Amazing Armistice," by Arthur Hornblow, Jr., and a remarkable short story by James Mahoney, "Taxis of Fate." The story of the premature armistice report in 1918 explains one of the most baffling mysteries of modern times.

But the December CENTURY, a Christmas number, will reveal the great new forward step. In artistic treatment and illustration, in its wealth of reading matter, in the notable assemblage of contributors, the Christmas CENTURY will surpass any promises we have made, even to ourselves.

An Unpublished Play by Oscar Wilde, a new short story by Donn Byrne, and "The End of the Trail" by Ernest Thompson Seton, are highlights in the table of contents.

The advertising that stands side by side with this wealth of editorial matter gains immeasurably by association. It is companion to leadership in today's literature. It is known by the company it keeps. The CENTURY is a quality medium for quality products only.

THE CENTURY COMPANY

Publishers

353 Fourth Ave., New York



The
CENTURY

50¢ per COPY

\$5.00 per YEAR

One of the Quality Group



What do you Expect *from* Your Printer?



Sense of Values

A NOTEWORTHY element in Goldmann Service is a fine sense of proportion in planning printed matter.

A Goldmann recommendation and estimate is based on a clear understanding of the purpose of the printed matter in hand. Weight of paper, style of type, color, size—these are points that can be wisely determined only with a full appreciation of the desired result.

This Goldmann sense of values, founded on nearly a half century's experience is of inestimable benefit to the buyer in making his printing "pay its way."

ISAAC GOLDMANN COMPANY

Printers Since Eighteen Seventy Six

EIGHTY LAFAYETTE STREET NEW YORK CITY

TELEPHONE FRANKLIN 4520



Some Thoughts on Planning an Advertising Campaign

Keeping the Copy Abreast of Current Events One of the Most Important Considerations

By O. C. Harn

Advertising Manager, National Lead Co.

IF I were to take an entirely new position and were to be asked to plan an advertising campaign, I would want to know many things about the company and its product before I would undertake to outline an advertising plan. I would want to know whether the product was established or was entirely new in the advertising field; whether the product was to be sold direct to the consumer or through the trade. I would want to know whether the distribution was to be national or sectional; whether it would find its buyers in the city or in the country; whether the appeal would be to men or to women; whether it would be of popular consumption or of only limited technical use. I would want to know whether the unit would be of small price or large; whether it would be seasonal in demand or used all the year round.

The very first general precaution which I would recommend is that we really do have a plan. Many advertisers advertise year after year without the semblance of a plan. I knew a large company, spending several hundred thousand dollars a year in advertising, which never knew more than a month or two ahead what it was going to say in its advertising or by what means it was going to get its message to the public. If someone in the organization had a clever idea for an advertisement it would be dressed up and used. So also, if a free-lance writer or artist brought in an idea for an advertisement it would be bought and used regardless of its connection, or lack of connection, with

what had gone before or might appear after it. Naturally, there could be no co-ordination of other forces with such disjointed advertising efforts and the advertising itself, having no unity, lacked maximum power.

An advertising programme need not be of any set duration in order to qualify as a plan. Advertisements covering only a few weeks may have all the elements and force of a plan if they are designed to accumulate their force upon a certain objective and are flanked by all possible collateral forces operating during this time, or as a subsequent push in the same direction.

A PLAN, EVEN FOR SMALL CAMPAIGNS

You may devote two months' effort to putting one member of your family of products in every store in a certain district. If you design every advertisement and supplementary effort to attain that object it is a plan, notwithstanding its limitations in scope and duration. The main thing is to be specific, not general. An advertising effort should not lose itself in its own vagueness of objective. A series of advertisements with no more definite purpose than to "promote the business" or "keep one's name before the public" is not a plan. Such an effort could not inspire co-operation of salesmen because it lacks unity. There is nothing tangible about it. To try to hook up to it would be like trying to make your gasoline buggy go with the wandering vapors which your nose tells you are all about you. The heat units are there all right, but they must be confined within a narrow space and exploded before they will do their work

From an address before Convention of the New England District of the Associated Advertising Clubs of the World, New Haven, on October 15.

An early consideration in laying out a plan is the possibility of coupling up the advertising with other factors and outside influences which may help your own effort. If you can foresee that there is going to be a tendency or a current of any sort which can be turned to account, the advertising should get in the swim.

FASHIONS AND POPULAR WHIMS SHOULD BE WATCHED FOR

Perhaps it may be fashion. This is a factor which naturally concerns wearing apparel, but it may also affect housefurnishings, house fittings, sporting goods, tableware, transportation, vacation resorts, automobile accessories and dozens of other products. Fashion is a wheel of fortune and as it turns it suddenly throws one product into the discard (temporarily at least) and just as suddenly turns up opportunity for another in a most unexpected way. To prepare advertising plans without taking into account the whimsical changes of fortune is to overlook one of the most important points of the game.

Note how one tendency can affect a long line of interests. Do you think that the golf fever benefits only the makers of golf balls and clubs? How about the shoe manufacturer, the clothing manufacturer, the stocking maker, even the taxi man who finds his business increased by the trips from the suburban station to the club?

A newspaper humorist recently had an article about the modern college. He said that the college used to make men of our boys, but judging from the way the college men and the professors, too, were going about in knee pants one would say that the modern college was taking our men and making boys of them. But he is mistaken. It is golf that has introduced the knee breeches and it is golf that is taking our men and making boys of them. And it is this fact which is of importance to us in another phase of planning the advertising campaign. I refer to the fact that the appeal which may have sold goods yesterday or ten years ago may have

to be changed in this new campaign which we are planning to meet the habits of thought of the man as he is today. The middle-aged man or the older man who puts on knickerbockers and spends considerable of his time roaming the great outdoors has a different attitude toward life and toward the things which you want to sell him from the man of the same age had some years ago.

Coming events may affect the advertising plan for a given year or season. An international yacht race may give you an opportunity; the chance may come in the shape of emphasizing the special adaptability of your product to those interested in yachting or it may be merely the clever insinuation into illustration or headlines, a touch which will be sure to catch the attention of eyes which are on the alert for anything connected with the big event. This latter is a dangerous thing and is more often poorly done than well done. The relationship is too often dragged in by the ears; when rightly done it is effective.

THE CO-OPERATIVE CAMPAIGN

There is an entirely different sort of outside current which has become available in recent years and is very popular; it is the co-operative advertising campaign carried on by an entire industry or by an important group of an industry. This is a powerful current to swim with, but its force is frequently dissipated, so far as certain individuals are concerned, because they don't know how to hook up with it.

Frequently a company neglects its own individual advertising campaign when the co-operative advertising is well under way and is being well done. Short-sighted companies seem to think that the educational publicity done by the co-operative organization is all that is necessary and that their own individual advertising may now be dropped or greatly curtailed. This is a great mistake.

Broadly speaking, there are two parts to the selling job. The first is to create a desire for the type of article; the second is to create

LOUISIANA'S FASTEST GROWING NEWSPAPER

Can The Times Sell Building Supplies?

Can It?

Two months ago the number of brick sold in Shreveport for residential construction could almost have been counted on your fingers. Brick manufacturers as a class took business as it came to them, mostly commercial demands and few of them. Then a member of the Common Brick Manufacturers' Association, a successful man in other lines of trade, but a comparative newcomer in the brick business, came to us with the announcement of a new form of wall construction that reduced the cost of brickwork, which he wanted to advertise to prospective home builders. The copy was prepared and the campaign launched immediately.

In Just Sixty Days, Oversold

We'll skip over the active period of the campaign and quote you this from a recent advertisement of the brick manufacturer: "Today our reserve supply has been completely exhausted, our plant is operating beyond normal capacity, and brick HOMES are going up on every side. To keep pace with demand we will shortly DOUBLE OUR CAPACITY." At the time the campaign started this plant had three million brick on hand, and a daily output of 60,000. It is oversold today—and through its own advertising efforts the business OF ITS COMPETITORS has been tremendously increased!

Can The Times sell building supplies?

The Shreveport Times

Published Every Morning in the Year

ROBT. EWING, Publisher.

JOHN D. EWING, Asso. Pub.

S. C. BECKWITH SPECIAL AGENCY, Eastern Representatives.

JOHN M. BRANHAM CO., Southern and Western Representatives.

a desire for the *specific brand*. If the first job has not already been done thoroughly, it can well be accomplished by co-operative effort and therefore done more cheaply. But the selling of the specific brand still has to be accomplished. The co-operative campaign will not play favorites.

Many co-operative campaigns have been conducted in recent years, such as that of the canners, the paint manufacturers, the various lumber interests, etc. One of these included a company which complained to the managers of the campaign that a few concerns in the industry were getting the major part of the benefit of the co-operative effort. The managers of the campaign replied: "It may be true, but if so our headquarters cannot be blamed and it is only what we would have expected. These concerns are the most active advertisers of their own specific brands and the keenest to adapt their own individual appeal to the line of general education with which the public is being bombarded by the co-operative effort."

To fail to take advantage in your own individual advertising of a general line of propaganda which is or has been running is as bad as to have your salesmen work along one line and your advertising along another.

TELL SALESMEN ABOUT ADVERTISING

This brings another general consideration which I look upon as very important in the preparation of any advertising campaign, namely, the teaming up of the sales force with the advertising.

In the first place, the ideas of the salesmen should be had before the advertising plan is laid out. Not that the salesmen should be allowed to decide what the advertising should be. The salesman's reports of conditions, the attitude of the trade, his difficulties, what selling points have been found most useful, etc.—all these things should be known to the advertising manager. He then can make his own plans to suit the conditions as he learns them to be. He may even find it well to check

the observations and reports of the salesmen, because the very nature of the talents which make a salesman valuable prevents him from being an accurate and unprejudiced observer.

After the sales plan has been determined upon, the sales force should be put into possession of all details. If the salesman does not know what his company intends to do, he feels himself of slight importance and it destroys his morale. Moreover, unless he has full knowledge of the advertising objective and the means by which we are striving to reach that objective, it is impossible for him to give that close co-operation which is essential to the plan.

These considerations are quite as true of the retailer's advertising and sales force as of the salesmen and advertising of the manufacturer, and even the mail-order advertiser must observe this law and co-ordinate the efforts of his correspondents and of his catalogue maker with the advertiser.

Copy should not be written until the advertising plan has been thoroughly digested and determined upon.

Finally, the follow-up and collateral work should all be planned as an integral part of the campaign and should be thoroughly prepared for before the advertising is launched. I have known of cases where the interest aroused by advertisements has been entirely neglected because no provision had been made for answering letters or for seeing that the product was in a convenient place for the people to get it. Advertisers must hold themselves responsible for the naturally to be expected results of their own doings. It is the worst possible advertising crime to interest the public and then be caught napping when the public responds. More is lost in such a case than simply the sale. The resentment of the public rises like a wall and such a wall is harder to penetrate the next time than the wall of indifference which existed in the first place.

THE ERICKSON COMPANY

Advertising


381 FOURTH AVENUE, NEW YORK



*If you want to know about our work, watch
the advertising of the following products:*

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
INTERWOVEN SOCKS
GRINNELL SPRINKLERS
McCUTCHEON LINENS
BARRETT EVERLASTIC ROOFINGS
PETER SCHUYLER CIGARS
JACK-O'-LEATHER SUITS
TERRA COTTA
TARVIA
IMPORTERS & TRADERS NATIONAL BANK
WALLACE SILVER
CARBOSOTA
NEW-SKIN
BERNHARD ULMANN CO.
(ART NEEDLEWORK PRODUCTS)
CONVERSE RUBBER SHOE COMPANY
BARRETT SPECIFICATION ROOFS

What we've done for others we can do for you.



The increasing use of Cusack service by our customers throughout the country has given Kuppenheimer Good Clothes prominent representation on the leading thoroughfares of the principal cities. Painted boards are equally prominent along the highways from coast to coast.

We attribute our advertising success in a great measure to the use of this medium, and are glad of this opportunity to acknowledge its benefits and the splendid service you have accorded our dealers.

Yours very truly,

B. KUPPENHEIMER & COMPANY

B. Kuppenheimer
Advertising Manager

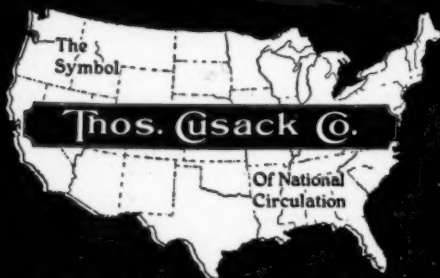
dominance

Thos. Cusack Co.



Franklin Hart Co.
201 MAIN ST.

Kuppenheimer
GOOD CLOTHES
— an investment in good appearance



CHICAGO
HARRISON AND
LOOMIS STS

NEW YORK
BROADWAY AT
25th STREET

OUTDOOR ADVERTISING
NATION-WIDE



REG. U.S. PAT. OFFICE

The New Era in Advertising

Is now under way. Advertising will have to sell goods, not merely talk about them.

O'FLAHERTY'S PEERLESS MATS

are an effective aid to selling. They reproduce sharply and clearly, permitting the reader to forget the mechanics of advertising and concentrate on the message.

Made by O'FLAHERTY
225 West 39th St. New York.

This Year's Serious Reading— Balance Sheets

To Get Banker to Okey Your Advertising and Sales Plans, Show Him
the Hidden Treasure in Your Statement

By James H. Collins

II

BAD times put "balance" in the balance sheet, and ultimately into the business. Driven for the first time to the preparation of such a document because he needs borrowed money in an emergency, many a business man embodies in it the things he thinks the banker ought to know about his affairs. Before long he discovers, like as not, that the balance sheet is telling him things about the business that he ought to know himself. Before he gets through, he will probably establish a basis for borrowing when business is good—which is the time to build credit resources for emergencies.

What is said to be the most complete balance sheet compiled in the United States is the work of a woman, and grew out of an emergency some years ago. A Philadelphia manufacturing concern had borrowed a substantial sum from a bank, but instead of paying the loan, simply paid interest and gave a new note as the old one came due. The loan ran on this way for several years until finally the bank suggested that the company make a statement showing its standing. It was rather an old-fashioned company whose officers believed in keeping their business to themselves. There was enough money in hand, and more, to wipe out the loan and tell the bank to go to the dickens. But something led the president to have a statement drawn up instead. Rather sketchy for a beginning, but satisfactory to the bank. A year later, when another statement was asked for, he bristled again, but submitted one, with more facts. These balance sheets were drawn up by the treasurer of the company, a woman. She not only became interested in

the fact that a good balance sheet should be, but reasoned that credit is based very largely upon confidence, and confidence can only be created by knowledge—the more knowledge, the more confidence and credit. So year by year the bare figures of assets and liabilities were supplemented by explanations of each item—why there were more bills receivable this year than last, what sort of goods made up the merchandise inventory, just how quick the quick assets were, and so on, with a brief history of the business, and even condensed "who's who" items about the officers and directors. Today, this balance sheet is a folio of sixteen pages, and several hundred copies are printed for distribution to everybody extending credit to the company. When a bad year came along, the worst was told on the same principle as the president puts it, "that the wise husband beats the tongue of gossip to it by telling his wife first." From the original loan of a few thousand dollars that brought this balance sheet into existence, the only bank credit the company had at that time, it is now good for several hundred thousand dollars, a "line" of bank credit largely built up by the completeness and regularity of its statement.

OBSERVANCE OF TWO RULES IN MANAGEMENT

Two rules in management illustrate how the balance sheet has put balance into this business.

For the company never borrows more than half the money it could obtain from bankers, and the moment quick assets and liabilities fall out of the two-to-one ratio attention is centred upon bringing them back by good management.

For one concern like this, pass-

ing through the pinch of tight money without inconvenience, there are a dozen like a certain manufacturer who built up a tidy export business during the war and faced the prospect of losing it all to the Germans.

"Your stuff is better—why can't you compete?" asks an exporter.

"It is impossible to meet German prices," was the answer.

"Their quotations are below my production costs."

"Don't let German quotations fool you," counseled the export man. "Many of them are fictitious—propaganda to scare you out of foreign markets. How do you figure production costs?"

This manufacturer's exports are a specialty, only one of several different lines made in his plant. Inquiry showed that several departments of his factory were idle. Overhead goes right on when production and sales stop—rent, real estate, interest on investment, insurance and the like. As one department after another closed down the entire overhead of the business was saddled onto this export specialty. Which is considered poor hard-time cost-keeping by accounting experts, who maintain that such a product should bear only its own overhead expenses. If other departments shut down their overhead must be charged to the general profits of the business. In some cases these are past profits, and in others future profits still to be made, but instead of being saddled onto one poor little export product, going out to meet cut-throat competition, they must be distributed over the cycle of ten years or so which includes prosperity as well as depression. On top of that, overhead in this specialty department, when separated, was high in itself, and capable of reduction through management economies.

"Overhead is your handicap—not the Germans," said the exporter. "Bring it into true balance and I believe you can easily hold your own."

Yesterday the balance sheet of a business concern was almost entirely a bookkeeping job. The

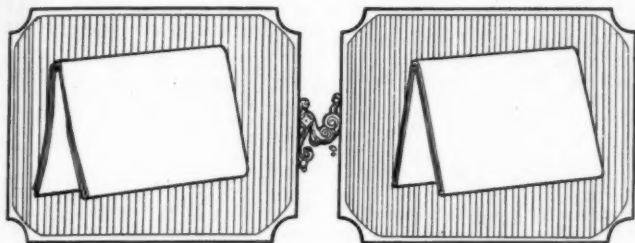
chief accountant, or comptroller, or treasurer went over bills receivable, bills payable, merchandise or raw material in stock, cash in the till and in the bank, and so on, set them down in figures, and made them balance. He didn't try to change or shape the figures—they were final, for better or worse.

WHY BALANCE-SHEET SHOULD BE OF MORE GENERAL INTEREST

Today it is coming to be recognized that the balance sheet concerns the factory superintendent, purchasing agent, credit man, sales manager and other executive heads in the business. The accountant might see some discrepancy in the balance sheet, such as too heavy overhead for volume of production, but he couldn't cut overhead down. A factory superintendent can. The inventory might show too much material on hand and ordered—but bringing that item into better balance lay in the purchasing agent's province. So with money owed by customers, which might be quick or slow assets according to the judgment and collecting enterprise of the credit man. An abnormal accumulation of finished goods in store rooms is a job for the sales force, and so on.

Figuratively, the accountant read the balance sheet like a thermometer—it told him the temperature, but he couldn't do anything to change the weather. With the co-operation of other executives, balance-sheet figures are like steam-gauge readings—when they are out of whack it is possible to change them by getting busy with coal shovel or safety valve.

As an illustration the business slump set up a universal need for more working capital—more money to finish goods in process, carry slow-selling merchandise, pay for raw materials to be delivered on contract. Balance sheets were compiled and laid before the banker for borrowing purposes, and if a loan was secured their balance-sheet reading stopped. But further study of balance sheet figures and the actualities behind them has more than once made it



Don't send it out poorly folded

After you've created a good folder, circular, or broadside, and put time and care into its production, *don't let your work be spoiled by a poor job of folding!*

It's the first impression that makes a man either toss a piece of advertising matter aside or read it. Help your advertising create a good impression through good folding.

Illustrated above is one common defect—a loose, inaccurate fold. Notice how this broadside gapes open; and its edges fail to come flush. What a difference in the piece of printed matter whose edges are neatly flush, whose folds are accurate! Specify that your work be done on a Cleveland Folding Machine, and write us for the portfolio of distinctive Cleveland folds.*

**Besides the assurance of perfect folding, Clevelands offer another big advantage. They will make all standard forms, and 156 folds that no other folding device can produce. These exclusive Cleveland folds can be folded from standard size sheets without waste, and add nothing to your printing or binding expense.*

Use them!

THE CLEVELAND FOLDING MACHINE CO.

GENERAL OFFICE AND FACTORY: CLEVELAND

unnecessary to go to the banker for money.

"Working capital is bothering executives more than any other question today, except sales," writes an expert of the new school. "The longer sales continue at a low level, the harder the drain on working capital. Yet working capital is not a thing to be considered by itself. It is interwoven with sales, manufacturing efficiency, foresight in determining what shall be produced—in fact, by practically every problem of business policy and management. Manufacturers are seeking to increase working capital through bank loans, stock issues, debentures and other financial devices. They should look more to better management to carry them through this period of industrial uncertainty."

IDLE CAPITAL DISCOVERED IN STOCK ON HAND

Then he told a story of a machine-tool concern that needed money, and called him in to make an audit and prepare a balance sheet for borrowing purposes. One item on the books stood out like a sore thumb—the money value of "stock on hand." Leaving the accounting department he took a walk through the factory. This corporation's machines need cutting tools of a peculiar kind which cannot be obtained from any other concern. One of the strongest points in selling machinery had been the large stock of cutting tools always on hand ready for quick shipment. In the order department he found, first, a large stock of finished cutting tools. They are made of expensive alloy steel not always easily obtainable. So, second, there was a generous stock of alloy steel and rods. To make the cutting tools these rods were sheared into blocks—third, a large stock of these blocks on hand. Then blocks are worked into semi-finished forms—fourth, a lot of those on hand! Altogether that department had over a half-million dollars tied up.

"This would be security for borrowing," said the specialist. "But why borrow money when

you have it right here in stock? Liquidate your surplus cutting tools."

"Surplus!" exclaimed the general manager. "We need that stock to give service to customers."

"I can show you tools that have been laying there for months."

"I don't believe it!"

Taking him to certain bins, he pointed out cutting tools under layers of dust, the accumulation of months—maybe years.

"You need a new stock-keeping system in this department," advised the expert. "It should be possible to give your customers perfect service with \$100,000 to \$200,000 less investment. These surplus tools lying here indicate that you do not know what is called for most and which tools are seldom ordered. You are making too many of the latter. It would be easy for your salesmen every time they sell a machine to ascertain what sort of metal cutting the customer does and how much of it yearly. That would enable you fairly to forecast the kind and number of tools he would need each year. Or you might go over your sales records for several years, find out which tools are ordered oftenest, strike averages, eliminate surplus stocks of those numbers seldom ordered and concentrate on the ones constantly in demand."

"You are right," admitted the manager, "and I am sorry we cannot afford to spend the money now for such a system."

"If you liquidate some of this surplus stock you will have plenty of money," insisted his adviser.

The upshot was a bargain sale. Surplus tools were offered customers at special prices which brought in cash and reduced investment, making a bank loan unnecessary.

"Incompatibility—absolute divorce without alimony!" is the verdict against certain mismatched activities found in the balance sheet. In good times they may have been getting along fairly well, an apparently happy family, but when times grow bad they begin pulling hair and snatching things from one another.

Overhead expenses for the different departments of a business, for example, are still generally lumped together, where the best business practice now demands that each department's overhead be budgeted, and its product carry its own share of the "burden"—and no more.

A Canadian manufacturer had been making two main products during the boom—we will say electric motors and alarm clocks. When times slackened he kept part of his plant going on "job work"—the making of miscellaneous machine parts for other manufacturers.

"If I could get my production costs down I'd land more jobbing orders," he told an accounting specialist. "It might be even possible to borrow money to make clocks or motors and warehouse them until demand picks up."

Investigation showed that his overhead expenses for the whole business year not only lumped together, but that the sum total was being charged against each department! Properly budgeted this item of costs dropped. An overhead cost of \$1 charged against his electric motors or alarm clocks was marked down to twenty-five cents, a reduction in costs that enabled him to land more orders and put more people to work.

Another absolute divorce that often works wonders in the balance sheet is that between production and purchasing activities. In many lines, the cost accountants say, American manufacturers are not really manufacturing at all, but speculating in their raw materials. They will indignantly deny this, but a little investigation often shows that the purchase of materials is so intricately involved with manufacturing activities that they cannot be separated in the accounts. Profits are finally struck on the manufactured products, to be sure, but if the truth were known they are the accumulation of raw material profits.

This was strikingly shown when a dispute arose between two partners who had a tinfoil factory. Tom knew how to make tinfoil. Jim had some money to invest.

So they went into that business and began making tinfoil, assuming that the business was profitable. When we got into the war the metal tin began going up, rising from forty to fifty, sixty, seventy cents a pound. Jim became interested in buying tin and enlisted several friends with spare capital. Jim has always been a sleeping partner, the actual manufacturing being done by Tom. Presently a question rose—did the tinfoil factory really pay, anyway? Most of its profits seemed to be made on the rising value of tin. Query—When there was so much money in buying and selling plain tin why be bothered with a tinfoil factory?

To settle this problem a cost accountant expert was called in. After studying the business he produced figures showing that the factory didn't pay—its owners could make more money by transferring their activities to Wall Street. That decision piqued Tom, reflecting upon his ability as a manufacturer. He demanded that production accounts be separated from raw material accounts. With the factory on its own feet, and buying tin for a definite price from his speculative partner, he soon brought the business to a point where tinfoil showed satisfactory profits. And now that the bottom has dropped out of tin speculation the factory is still making money on tinfoil.

MORE COMPLEX PROBLEM, IN MANY BUSINESSES

However, it isn't always so easy as that. A comparatively simple product like tinfoil, made in a single factory, can be dissected and its production and purchasing activities separated. But these become decidedly complex when one gets into the big staple manufacturing lines where production and purchasing have long been tangled together—the textile, wearing apparel, metal, chemical, food and like industries.

For example, shoes are usually sold six months before they are made. When the salesman goes around to shoe dealers he must have prices, of course. Nobody

can predict what leather and other materials will be worth six months hence. So estimates are made, orders taken, materials bought and production begins. Between the taking of the order and the final delivery of the shoes, materials may have risen or fallen in value. During the war leather prices changed almost daily, and it was difficult to make estimates a month ahead, much less half a year.

So, when the shoes are finally paid for there may be either a profit or a loss to the manufacturer—but not on manufacturing. He may have lost money in his factory, but made money on the rise and fall in the price of his raw materials. Very often it appears the other way about—his manufacturing operations show profits which are lost in the fluctuation of his materials.

Real manufacturing is the conversion of materials, say the experts, and if a manufacturer can't make money on the work of his employees and machines he is not a good manufacturer. Not even if he makes a profit anyway! For then that profit comes out of the fluctuation in his materials and his goods are priced wrong—either too high to get orders, or too low, so that he is undermining the market for his competitors and himself. With purchasing and production separate he buys raw materials from himself at definite prices, adds his manufacturing costs and profits, and sets his selling price at a figure so radically different, very often, from a price based on lumped cost figures, that he is able to sell and produce while his competitors' plants are idle.

THE ALLOTMENT OF OVERHEAD

An odd shortcoming in the average cost system in its present stage of development is, that it breaks down when it is most needed in a depression. That is, when business is limping along on two legs—running two departments instead of four, or six, or a dozen—its overhead and other expenses are distorted, magnified as though by one of those trick

mirrors that makes a thin person look fat. Costs apparently rise because overhead expense is charged against smaller output, and business men hesitate to cut prices to a point which will stimulate sales. New distribution of overhead is needed, not only by budgeting in each department, letting the idle departments write off overhead as loss, but by taking advantage of the five or ten-year swing in prices, making the fat years pay for the lean.

"Tell me whether to keep my factory going, or shut it down," more than one manufacturer has asked the accounting expert lately. "I don't know whether I am making or losing money. If I shut down would I reduce my losses? If I keep going how shall I do it—by cutting my price or decreasing my production?"

To meet this situation one specialist has figured out an ingenious device—practically a slide rule for measuring business. It is necessary, first, to have a dependable cost system—one that meets ordinary needs in ordinary times is sufficient, however. Then, taking the standard factors in business, such as cost of material, labor, overhead, administration, selling and the like, curves are plotted. They run at different angles, and intersect, and the intersection of any two lines is practically a dream-book answer to such questions as "Shall I keep my factory going, or shut down?"

As an illustration, a manufacturer finds that he can land an order for 100,000 alarm clocks at two dollars apiece. He draws a line from zero to \$200,000. Labor costs of making that many clocks will be so much—another line is drawn for that. Material costs and other factors are plotted until he has something that looks like one corner of a spider web which will answer his questions like "oui ja."

"Can I make money on this job?" he asks.

The labor line intersects the production line at a certain point, indicating that if he has to pay more than that amount in wages he will lose money, and must

Cover Ohio Prosperity



See how The Select List newspapers are scattered over the state! They are located in thriving industrial cities surrounded by fertile farms.

Here is prosperity. And the only way you can reach all of it is through The Select List.

The 2,000,000 readers of Select List Papers have felt but slightly the business depression. Now that industry is reviving and the crop situation so entirely satisfactory, good business awaits the advertisers in The Select List.

Intimate Circulation

Readers have implicit faith and personal interest in The Select List. Write for the 125 page book giving intimate circulation facts.



Ohio Select List

of daily newspapers

Robert E. Ward

Director of Advertising

New York
225 Fifth Avenue

Chicago
5 S. Wabash Avenue

either reduce wages or get a bigger order for alarm clocks.

"I might land a bigger order if we could make those alarm clocks for \$1.75 apiece—how many would we have to make?" The intersecting lines show that, with reductions of overhead, material and other costs on a large quantity, there would be profit in an order of, say, 333,333 clocks.

In more than one city the pawnbrokers have limited the sum of money they will lend to a borrower. It may be fifty dollars or a hundred. Whatever the amount, that is all they have to lend, whether the security be a \$200 diamond or \$5,000 fur coat.

In banking, there is pretty much the same situation—not half the money that Business would like to borrow on satisfactory security available for sound projects. During the boom, the bank solicitor ranged far and wide, hunting customers for money—people who would borrow and put it to work. Today, the bank solicitor is generally hunting a job in some other field of salesmanship.

Many an explanation has been made to show what is really wrong with Business. Prophets have foretold its recovery, showing when and how Business would "come back." The optimist has exhorted Business, assuring it that nothing is the matter, really, but wrong thinking, and that hopeful, happy thinking will set it right.

The truth seems to be that we are entering an era when business must be managed in new ways. A year ago, the prophets and the exhorters insisted that prosperity was right around the corner, and that the farsighted business man had better be getting ready for a new boom. But now it is questioned whether sane prosperity can be reached within several years. Here and there, on every hand, there are distinct gains in production, trade, finance—very small, very slow, and at the same time very healthy and real.

There will be no boom prosperity with its speculation, profiteering, joy-riding or jazz. We seem to be heading into a period

of pre-McKinley times where chiefly work and economy will secure things people want instead of the beggar-my-neighbor methods by which many people have been getting things during the hectic years.

In other words, a new balance sheet, not merely for the manufacturer or merchant who wants to borrow at the bank, but a new balance sheet for the nation and the world, a balance sheet not of figures alone, but of values, and of their radical rearrangement and adjustment. And a balance sheet that makes absorbing reading not merely for the business man and banker, but individuals who until now have regarded balance sheets as dry, abstract documents, if they have ever seen one. For the ability of Business to make its adjustments is the vital concern of every worker on the payroll, and every producer of raw materials, and every consumer of finished products. "Back to conditions before the war!" comes pretty near being the basic aspiration of the nation and the world. The way back lies through studious reading of the balance sheet, a document that clears away the fictitious things that business has been taking for granted, and shows things "as is."

Sell Suit and Overcoat as a Unit

The Royal Tailors, in New York newspaper advertising in an endeavor to sell a suit of clothes and an overcoat to one purchaser at one time, are offering such a combination at a reduction of ten dollars. The consumer is given the following explanation for the reduction:

"Here's a new and positive way to reduce your clothes cost. It's common sense; any man can see the reason for the saving.

"The deal covers an order for a suit and an overcoat combined. It's a combination proposition.

"You let us send your order for a suit and overcoat through our shops at one and the same time, to be tailored from the same measures. One handling instead of two; a big saving in labor, detail, overhead.

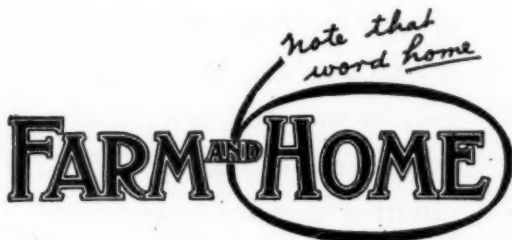
"In a nutshell, we reduce your costs by reducing *our own*. We couldn't offer you this saving if the garments were already made up, like those in a clothing store. The saving comes in the making—in making two garment orders for the same man at the same time!"

Farm and Home Reduces Page Size and Announces Special Page Rates

Beginning with the January issue, the page size on Farm and Home will be reduced from 772 lines to 700 lines, and the length of columns from 193 lines to 175 lines.

At the same time, new rates on full page copy and on cover positions will go into effect.

*The new schedules
will be announced
within a few days.*



The National Magazine of Rural Life

PHELPS PUBLISHING CO., Publishers

DAVID R. OSBORNE, Advertising Manager

SPRINGFIELD, MASS.

5 South Wabash Avenue, Chicago

461 Fourth Avenue, New York

Oneida Building, Minneapolis, Minn.



ERWIN, WASEY & COMPANY
Advertising

NEW YORK

CHICAGO

LONDON

Every member of this organization is instructed always to shape his counsel to the client's interest, in the thought that whatever is best for the client is best for ourselves

Richard H. Lee Will Leave Vigilance Work

CHANGES are being made in the active management of the truth-in-advertising work, and the educational work of the Associated Advertising Clubs of the World.

Richard H. Lee has resigned as director-counsel of the National Vigilance Committee and its affiliated Better Business Bureaus, effective December 1. After that day he will become vice-president of Lord & Thomas, advertising agency, Chicago.

J. A. Hall, who in 1919 started *American Footwear* at Chicago as "the official organ and authority of the footwear industry," which after a few issues suspended publication, has been appointed educational director of the association, by Charles Henry Mackintosh, president of the association, and vice-president of La Salle Extension University, Chicago. During the time since the suspension of *American Footwear* and this appointment by President Mackintosh, Mr. Hall has been secretary of the Specialty Advertising Association, Chicago.

"The course to be taken by the National Vigilance Committee and its affiliated Better Business Bureaus in the future has not been determined upon," Mr. Lee informs **PRINTERS' INK**. "The basis of the plan under which it has been working since 1915 was that the work must show constructive results and that the Vigilance Committee's financial support must come from the advertisers, the class for which this constructive work would be performed. Many important national advertisers have given large sums of money to the association, specifically for the work of the National Vigilance Committee. This work, therefore, unlike the other activities of the association, was not financially supported by the dues of members of advertising clubs. For the year 1920-21 (from one convention to the other) the sum of \$107,000 was

raised from advertisers for vigilance work."

In briefly reviewing the work of the Truth-in-Advertising Movement, which started when **PRINTERS' INK** put forth the Model Statute against fraudulent and misleading advertising, Mr. Lee said:

"The Vigilance Committee has established thirty-three Better Business Bureaus in large and important centres of the country since 1915. It has requests for many more. It had no sustaining members contributing to its financial support in 1915. Today it has over 900. There was no co-operation with publications or with the Government authorities in 1915. A plan for co-operation with publications and with the Government has been successfully worked out, and has furnished the help which has been necessary to successfully carry out the work. While prosecution and publicity have been the spectacular features of this work, they have been resorted to only where every endeavor to co-operate with the advertiser has failed."

Mr. Lee joined the Associated Advertising Clubs of the World as its counsel in the Truth-in-Advertising Movement in 1915, serving without pay for a year. He had previously practised law in Cleveland, and had served as a judge in the Court of Common Pleas in that city.

In the fall of 1917 he left the association to take charge of the advertising policy of the New York *Tribune*, remaining with that newspaper until February, 1919. The Associated Advertising Clubs of the World and its affiliated organizations at that time had libel suits for more than two million dollars pending against them. Mr. Lee returned to the position of counsel of the National Vigilance Committee, and successfully defended the organization and its affiliated bodies in the litigation in which they had become involved.

Among some of the more prominent lawsuits which he handled while actively directing the entire Truth-in-Advertising Movement are Bidwell Automobile League, Emerson Motors, and Pan Motors.

CAMEO



CAMEO, one of Warren's Standard Printing Papers, is a coated book paper with a dull surface, entirely free from glare and sensitized so that a halftone reproduction on it will be almost indistinguishable from a dull finished photograph.

Warren's Cameo is intended for fine booklets and catalogs and for all printed matter that attains greater worth through unusual appearance.

We will send on request to printers and buyers of printing a book which shows the printing possibilities of Warren's Cameo and which has the added advantage of containing material that is useful to those who plan or sell printing.

HENRY LINDENMEYR & SONS

32-34-36 BLEECKER STREET, NEW YORK, N. Y.



NEWARK, N. J.

NEW YORK, N. Y.

HARTFORD, CONN.

Preparing for National Advertising with a Direct-Mail Foundation

Personalized Service for Dealers Increases Distributing Agencies and Paves the Way for Greater Efforts

By Frank G. Adams

Sales Manager, The Storrs-Schaefer Co., Cincinnati

WHEN I first became associated with the Storrs-Schaefer Company (tailors of clothes for men)—some seven years ago—the firm had spent practically nothing for advertising. Naturally, I knew that an appropriation for national advertising was out of the question—so—it was up to me to plan a direct-mail campaign that would liven up and increase our business to a point where national advertising would be possible.

In my experience in the retail business, I found that the personal element incorporated into direct-mail matter—whether it be folders or letters—had brought me direct and positive results.

The personal element is very apparent in the ranks of our sales force. It's not a case of an executive dictating to his men, but rather a number of good friends all working in harmony toward the same end—the success of the business and making a record for the sales department. The boys call me "Frank" and I call them "Jack" or "Jim" as the case may be.

Sometimes we use slang expressions in our letters—when we do, they are always quoted.

In getting up our direct advertising we are guided largely by the information we have on our dealers as to what they want. This information is gotten by our salesmen on a special blank called the "Information Blank" and is transferred to cards in our Information File on dealers.

On this blank we not only ask questions about a man's business affairs, but we want to know what sort of advertising he uses, his

personal likes and dislikes, his pet hobby, etc. All of this information is very valuable to the sales department in writing dealer letters.

Before getting out each direct-mail campaign, we send a letter to our salesmen, giving them an outline of what we intend to do and asking their suggestions. You would be surprised how many good suggestions we do get from them, for they feel that in everything we intend to do to help back up their efforts, they are to be consulted and their suggestions given real consideration.

This very thing has made real co-ordination between the sales force and the office not only possible, but pleasant and interesting.

HOW THE DEALERS GET THE ADVERTISING

Our direct-by-mail campaign is assembled in book form and we call it our "Beau Brummell Business Builder." The first copies off the press are sent to our salesmen, along with a sales letter, setting forth the advantage to them of persuading our dealers to use the campaign.

However, after the first direct-mail campaign was tried out, it was not necessary again to sell the salesmen the idea, for they realized that this campaign works for them long after they leave a town and they are enthusiastic in explaining the idea and persuading their dealers to send in their mailing lists.

The Ad Book has proved a valuable factor to our various salesmen when placing accounts. Many of our men have reported that other things being equal, they have landed good accounts on our line, because the dealer was attracted and wanted to use the

From an address before the Springfield Convention of the Direct Mail Advertising Association.

more extensive advertising campaign which we furnish.

This Beau Brummell Ad Book is sent to all our dealers, followed immediately by a letter urging the use of this campaign to link up with their own personal efforts.

The first page is sort of an editorial page, giving our ideas as to the business situation for that particular season and our idea of the method to grapple with it to get the most business. On the next page we show our Announcement, suggesting that the proper time to send it out is immediately after the receipt of our sample equipment.

The next piece shown is the Fashion Folder, which we tell the dealer should follow the Announcement in about ten days' time.

Right here is the place where we dilate a little on the use of personal letters—for it still may be a little early to send out the next folder, which in the book for the fall season is on overcoats. Copy for two different personal letters is shown in the Ad Book, but we offer to write additional letters if the dealer desires to feature anything special. It will be interesting to you to know that we have more calls for personal letters than any other form of advertising.

Formerly we got out a rather elaborate letterhead, depicting fashions of the current season, but we have found that the best results have been obtained from a more simple letterhead, such as we now use and without so much "gingerbread" to detract from the body of the letter.

It is our plan to get up these letters very much as we do our sales letters—short, crisp and easy to read.

There's another way in which we incorporate the personal element in producing business and keeping it on our books, and that is in our regular correspondence.

Most concerns have the notation on their letterhead, "Address your reply to the firm" and no correspondent is allowed to sign his name to a communication. The rule is reversed in our organiza-

tion and all letters written—in our office they are usually written by the heads of departments—are signed The Storrs-Schaefer Company, per the writer's name. We believe that it gives the individual to whom the letter is addressed a feeling that someone at this end of the line is taking a personal interest in his account.

On our sales department card file we list all ad matter sent to our dealers, which also shows the amount of business done, enabling us to check up the proportion of business to the amount of advertising, furnished and giving us a very good idea of the amount of advertising needed by the account for the next season.

As direct-mail advertising is the only sort of advertising we have used up to date, we can't help but believe that the increase shown in our business has in a measure been due to it.

The results of this sort of campaign have been so satisfactory that the time is not far off when we shall be ready for national advertising, and we feel that in the way we have worked and will continue to work out our direct-mail campaign will depend largely the results of our national advertising when we go into it.

Fitzgerald Company to Advertise New Products

The Fitzgerald Manufacturing Company, Torrington, Conn., maker of electrical specialties, sold under the name of "Star," has added an electrical toaster to its line of products. In announcing this new product to dealers in its trade-paper advertising, the company says:

"As usual, this product will be prominently featured in national advertising in leading publications."

Cleveland Publisher Appoints Eastern Representative

A. P. Mitchell has been appointed Eastern representative for The Trade Press Company, Cleveland, publisher of *Rubber* and *The Tractor Builder*. His headquarters will be in New York.

Michigan Paper's Representation

Stevens, Gibbs & Baumann, Inc., New York and Chicago, have been appointed national representatives for the *Moon Journal*, Battle Creek, Mich.



Do Your Catalogs Invite Readers?

An inviting appearance and clear typography command the attention that is the first step in selling. Do your catalogs invite readers, or are they simply reference books?

Ask your printer to use Hammermill Cover for your next lot. He will be glad to, for he knows its crisp, clean "feel"; good printing qualities; and bright, alluring colors.

Hammermill Cover is a utility paper—its price spells economy. For samples, address Hammermill Paper Co., Erie, Pa.

As Standard as Hammermill Bond

HAMMERMILL COVER

*For Booklets, Folders, Broadsides, Catalogs, and all
Direct-by-Mail Advertising*

Government to Advertise American Ocean Lines

Emergency Fleet Corporation Appropriates \$900,000 to Secure 1,000 Additional Passengers a Year

AN advertising campaign to promote foreign travel on American ships, involving an appropriation of approximately \$900,000, was authorized by the Emergency Fleet Corporation on October 19. The copy will be specific rather than general in character, and will refer directly to the service offered by four lines, operating twenty-three Government-owned steamships. It is said that the returns from each advertisement will be carefully checked, and the actual amount of the appropriation will depend upon the results which are secured.

It is said that in order to repay the appropriation to the Government, it will be necessary to secure only 1,000 additional passengers per year.

"The appropriation was made for the sake of saving money," says a statement issued by the Emergency Fleet Corporation. "The difference between running ships at a loss and running them at a profit frequently means just a few additional passengers, and it is the confident belief of the trustees that when the public knows the facts about these American ships they will use them more freely than in the past, and give them preference.

"Through the advertisements it is expected to create a new group of transoceanic travelers. The wording will be specific rather than general in character, and will contain information of value both to business men and to tourists. It will enlighten the American public on the fact that these American passenger steamers, especially as to cabin accommodations, have been built to a new standard of comfort and luxury such as Americans demand from their best hotels."

This action by the trustees of the Fleet Corporation is directly

in line with the declaration of Chairman Lasker of the Shipping Board before the New York Advertising Club, that "the future of the American Merchant Marine is in the recognition by the farmer of Kansas, the miner of Arizona, the industrial worker of Indiana, that his continuous employment is in measure dependent upon the carrying of his surplus production to foreign markets; and this can be insured only by the existence of American bottoms."

That task, as was pointed out editorially in **PRINTERS' INK** for October 13, is one of creating and confirming a certain attitude of mind on the part of the American public. And the first step toward that end is in establishing the fact that we do possess safe, speedy and efficient ships which are operated under the American flag.

U. T. A. Elects J. Linton Engle President

More than 1,200 members were registered at the annual convention of the United Typothetae of America, held in Toronto last week. Officers were elected as follows:

President, J. Linton Engle, president Holmes Press, Philadelphia; first vice-president, J. Clark Acton, president J. C. Acton & Co., Ltd., Toronto; treasurer, Fred W. Gage, president Gage Printing Company, Battle Creek, Mich.; vice-president, G. K. Horn, treasurer Horn & Shafer, Baltimore; vice-president, R. B. Nelson, president Macmillan Weinsheimer Company, Chicago; vice-president, B. F. Scribner, president Franklin Press, Pueblo, Colo.

Executive Committee: 1st District, A. W. Finlay; 2nd District, David Johnston; 3rd District, E. H. Sutton; 4th District, Frank P. Howard; 5th District, J. P. Denham; 6th District, W. V. Parshall; 7th District, G. H. Gardner; 8th District, Wm. Pfaff; 9th District, Frank W. Corley; 10th District, G. L. Stevens; 11th District, M. I. Stewart; 12th District, Frank S. Crane; 13th District, Orville Smith; 14th District, A. B. Howe; 15th District, Fletcher Ford; 16th District, W. W. Southam; 17th District, O. H. Pollard; 18th District, J. C. Nicholson; 19th District, G. F. Kalkhoff; 20th District, L. C. Rogers.

Change in Size

Effective with the January, 1922, issue, Farm & Fireside will be reduced from a 720-line four-column page to a 450-line three-column page.

The new size of Farm & Fireside from the reader's and advertiser's viewpoint will be more satisfactory and also enable us to further standardize our manufacturing, inasmuch as the equipment for printing Farm & Fireside and The American Magazine will be uniform.

The rates will be as follows:

Page	\$2,200.00
Two columns	1,500.00
One column	750.00
Line	5.00
Inside pages (<i>black and one color</i>)	2,400.00
Second or third covers (<i>black and one color</i>)	3,000.00
Back cover (<i>black and one color</i>)	4,000.00

FARM & FIRESIDE

THE CROWELL PUBLISHING COMPANY
381 Fourth Avenue, New York

The Flood Came and They Had No Bread

When the flood swept over Pueblo it paralyzed industry. In a few hours it washed a community's whole economic system off the map. A city was left with almost no food—and only a few of the ingredients to make more.

The lives of many people depended on getting the most elemental of all foods—bread.

Within twelve hours after leaving Denver a Fleischmann salesman—after driving over impossible roads and no roads at all—delivered fresh yeast to Pueblo. The people could have their bread.

That is a single dramatic incident which shows the effectiveness of one of the two finest distribution systems in the world. Behind the drama lies the story of delivering a highly perishable product to ten million people every day.

From eleven factories scattered about the United States the Fleischmann Company sends out its product to distributing stations. Here it is picked up by drivers who are also salesmen and delivered to bakers, grocers and druggists. Within a few hours after the cake is packed—it is bought over the counter by the consumer or goes into fresh loaves of bread at the bakery.

How this wonderful system works out, its many ramifications, what it has done to make the Fleischmann Company one of America's biggest business successes are told by Roy Dickinson in

*Delivering a Perishable Product to
Ten Million People Each Day*

in PRINTERS' INK MONTHLY for November

Among Twenty-five other Articles in the November MONTHLY Are

"What, Today, Do Dealers Think of Advertising?"

Two men, vitally interested in the advertising of several large manufacturers, recently returned from a long tour of investigation among retailers. Each dealer was asked what he thought of advertising. What many of the dealers said is reported in a timely article by Britton Ashbrook.

"An 'Assistant Salesman' Whose Selling Expense Is 1 1/5 Per Cent"

His name is Macksi Mum, and he doesn't even make out an expense account. He never travels in Pullmans. But he goes into thousands of small towns all over the country selling a good many shirts to small dealers. Who he is and how he does it—are told in this interesting story by Martin Hastings, Jr.

"What I Have Learned in 35 Years of Selling"

E. E. Parsonage, General Manager of the John Deere Wagon Works, has been a salesman for thirty-five years. He started as a cub and made all of a cub's mistakes. At the end of thirty-five years he has learned a whole lot about selling—and he recites his conclusions in a brass-tacks story full of interesting anecdotes.

"How Manufacturers Sell New Departments to the Retailer"

John Allen Murphy has made an exhaustive study of the methods used by some of the largest companies in selling departments to retailers. This is a significant side of selling today—and a problem that many manufacturers have solved with only partial success. Murphy tells how it can be done successfully in a story that is illustrated with actual examples of successful departments.

"Showing the Technical Product in Use"

Another insert on special stock and printed with special ink. This time the pictures show how some of the big technical advertisers are putting their products over in their advertising in the business papers. A helpful and suggestive feature for the manufacturer who is advertising or intends to advertise in the technical journals.

These and other brass-tacks, significant business stories are the reasons why so many advertising and business executives are reading PRINTERS' INK MONTHLY. With such a magazine "reader interest" is more than a phrase—it is something vital, alive. Which explains why so many advertisers are getting results from using the MONTHLY. Forms for December close November 15th.

PRINTERS' INK MONTHLY

25 cents a copy \$2.00 a year

185 Madison Avenue

New York

EDITORIAL

Reprint from South Bend News-Times, Oct. 11, 1921

Business is Good in South Bend

SOUTH BEND leads the nation in prosperity. South Bend is one-fifth better off this year than it was a year ago.

South Bend has the highest purchasing power per capita of all the cities in the United States.

South Bend is just fifty per cent better off than the average of the country.

These statements are no mere guesses, no idle gossip of those who wish to boost, no whistling to keep up spirits.

They are vouched for by Roger Babson whose surveys of financial conditions of the country are accepted by business men, bankers, and financiers as the most accurate gauge obtainable.

* * * * *

In his forecast for business for the month of December this year, he ranks South Bend as highest upon his list. His comparison is made with the month of December of 1920. He says that South Bend can spend five dollars this year where four were spent last.

* * * * *

His survey proves that this city is founded so firmly and upon so strong a basis that not even a national deflation stops its progress.

His advice to merchants shows that here is plenty, comfort, and thrift—not idleness, waste and privation.

It means, most of all, that the spirit of South Bend is the spirit of optimism, and that this spirit is backed by determination and a willingness to work.

South Bend produces. Prosperity does not come from knocking or standing on corners, talking in the dismal language of discouragement.

* * * * *

Business is good in South Bend. Babson says so. The people who live here know it.

SOUTH BEND NEWS-TIMES

Morning

Evening

Sunday

J. M. STEPHENSON, *Publisher*

W. R. ARMSTRONG, *Advertising Manager*

Foreign Representatives

CONE, HUNTON & WOODMAN, INC.

Chicago

New York

Detroit

Atlanta

Kansas City

Go to the People

The Fifth of a Series of Articles on Digging Out the "Big Idea"

By an Ex-Copy Chief

WHEN Guilio Gatti-Casazza landed in New York from the *Presidente Wilson* on his return from Europe early in October, a reporter from one of the New York newspapers asked him if there was any truth in the report that he had chosen Martinelli as successor to the late Enrico Caruso.

"I have not and I cannot," replied Mr. Gatti-Casazza. "I am simply the manager. Time and the public are the only two factors that can decide who shall be Caruso's successor."

In making this statement the famous impresario for the Metropolitan Opera Company recognized a truth that is as old as the world, and that applies not only to opera stars but to rolled oats, hack saws, motor cars, salad dressing, chewing gum, face brick, soft drinks—and to nearly every other product imaginable, as well as to every service that one human being can render to his fellow men. Time and the public are the only two factors that can decide the fate of any singer, any product, any service. Mr. Gatti-Casazza might pick Martinelli as Caruso's successor and his selection would be given the widest publicity, but he is a shrewd enough student of human nature to know that if the public turned its thumbs down, Martinelli would not be the late tenor's successor, no matter how strenuously the press department at the Metropolitan might feature him as such. It is at the box office that one finds out who the star really is.

And it is at the cash registers of the country and not in the advertising pages of our periodicals that the popularity vote for breakfast foods, tools, automobiles, building materials, clothes and merchandise of all kinds is registered. Advertising informs, influences, enthralls; but the public decides.

If it is true, as it certainly is, that the public does the deciding, then why not consider the public as one of the most important potential sources of information and suggestion when searching for the one idea that will most effectively sell whatever it is we have to sell?

The secret may lie hidden in our product, but its appreciation is in the public mind and experience. Sometimes we can easily discover the "big idea" upon which to base our marketing plans, or around which to build a campaign or a single piece of copy, by studying the product itself, either logically or scientifically or through the "use method"; but at other times the quickest and most definite method is by going direct to the people who form the market for our product.

Naturally, we cannot go to the people and ask point blank: "What is the 'big idea' for this product?" But we can ask questions, and make tests and observations that will develop public reactions from which we can make definite and accurate deductions.

ADVISORY COUNCIL AMONG THE PEOPLE

There are several methods of doing this, and the most helpful ones will be treated briefly in this article. While some agencies and advertisers favor one method over another, it cannot be said that this method or that is "best"; too much depends upon the conditions surrounding the individual search for an idea.

Perhaps the questionnaire method should be mentioned first, because it is the easiest and one of the most popular. One important advertising agency has built up over a period of years a consumer list of 1,000 names which represents a cross-section of the American public, and a questionnaire is invariably sent to the people on

this list when any new campaign is being planned. The people on this 1,000-list are quizzed about this product in such a way as to develop what their natural reactions are toward it, and also to ascertain what feature or quality or service carries the most weight with them. In other words, this questionnaire is intended to develop a mass picture or impression of the class of product to which the one under consideration belongs, and at the same time to develop, if possible, a big marketing idea for the particular product being studied. This questionnaire is, of course, checked up by other means before its findings are taken as final.

Other agencies and advertisers utilize the questionnaire method quite as consistently, but in entirely different ways. For instance, at least one large New York agency makes a practice of sending out questionnaires through three classes of mediums that are logical carriers of the advertising of the product—a popular magazine, a trade magazine and a newspaper. In each case a separate questionnaire is prepared to suit the audience. Take a new soft drink as a practical example. This agency would prepare a questionnaire to be sent out by a popular magazine to, say, 5,000 of its subscribers scattered over the country for the purpose of finding out what they like in a soft drink, why and when they buy soft drinks, how often they indulge in soft drinks, and under what circumstances—and a great many other questions. These questions are all written on the magazine's stationery, and the magazine acts as sponsor for the questionnaire.

Then a questionnaire is sent through some trade paper in the soft drink field to several hundred of its subscribers who sell these drinks to the public, to find out much the same information about people and their soft-drink tendencies. Like the first questionnaire, this one is sponsored by the trade journal that is selected to send it out.

A third questionnaire is sent to several hundred subscribers of

representative newspapers in as many sections of the country, to get local close-ups of people's habits and tastes in soft drinks. Needless to say, the person who receives any one of these questionnaires is kept in ignorance of the name of the firm behind the questionnaire. If the firm name or the product name is mentioned it is always as one of a list.

Each of these questionnaires is a check-up on the others. Taken together they reveal many important facts and factors, and not infrequently they develop or suggest the "big idea" for the marketing of the product being investigated because they probe people's minds and buying habits and motives in such a way as to reveal their *natural reactions*.

RULES OBTAINED BY EXPERIENCE

The value of any questionnaire naturally depends upon the questions—how skilfully they are framed and what they aim to bring out. A questionnaire that leads the "questionee" to a hoped-for answer is worse than none. On the other hand, so is a questionnaire that is so exhaustive and complex as hopelessly to confuse the one who is filling it out. To be really effectual a questionnaire should:

1. Be as brief and direct as possible.

2. Be as simple and clear and natural in its phraseology as it can be made.

3. Be an honest, open-minded search for the real truth or facts.

4. Attack the main point on which light is desired from at least two (and preferably three) different angles so that the answers can be checked up against each other.

5. Be so framed as under no circumstances to divulge what the questioner *hopes* or *expects* will be the answer to any question.

There are, of course, other qualifications, but inasmuch as this article is not intended to be a detailed consideration of the technique of the questionnaire, only the fundamental qualifications need be set down here. The point is that unless these points

ADVERTISING

Recognize the Advertising Value of Your Product

One frequently sees the phrase, "The So-and-So is its own advertisement." True—every good article stimulates the desire for possession.

BUT some things are far more active advertisers than others. Automobiles gliding up and down our avenues are always testifying to their own merits, while a washing machine works but one day out of the seven and then conceals its good qualities within the four walls of a laundry.

The sales plan of every manufacturer should make the most of his product's own capacity for self-advertisement. But in many cases the printed word is necessary either to focus atten-

tion upon the article or to explain points of superiority that may not be readily evident.

Then, too, word of mouth advertising is usually national advertising. Any product of such inherent merit as to gain word of mouth advertising is a product that can most successfully stand the expenditure of money in forms of national advertising that have cumulative value.

Since 1893 this advertising agency has been helping manufacturers to recognize and make use of the inherent advertising value in their products.

THE MOSS-CHASE CO., Niagara Life Bldg., Buffalo, N. Y.

MOSS-CHASE



Octavus Roy Cohen

Irvin Cobb, and other headliners write stories for THE CRESCENT. No expense is spared to make the contents of this magazine interesting. And, what's more, it is made up in such a manner that every advertisement in it has

Preferred Position

There is no additional charge for "next to reading matter" with us. And every advertisement is read—results have proved that to be true.

Yes, we're going to raise our advertising rates November 1st, because of our

Growing Circulation

You see, THE CRESCENT is the official publication of the Shriners. There are nearly a half million members in this organization and they're sending in thousands of subscriptions every month.

Let us send you our advertising rate card, A. B. C. statement, etc.

THE CRESCENT

Crescent Building

SAINT PAUL

MINNESOTA

Official Publication, A. A. O. N. M. S.

are observed a questionnaire may develop, not what *people* think, but what the *questioner* thinks, and any questionnaire which develops that is worse than none, for it merely operates to confirm the questioner in what may be an entirely erroneous idea of judgment.

A variation of the questionnaire method of discovering people's views on, and attitude toward, a product is the door-bell method used by several advertising agencies and a number of advertisers. Some investigators use this method to check up on their mail questionnaires, and some depend upon door-to-door visits entirely to get the public reaction. Of course, it is necessary to use a list of definite questions in such an investigation, but this method is more flexible than the mail-questionnaire because the questioner can follow any unexpected path that may open up before him in his direct contact with people. It is generally best to require definite answers to a very few questions, and then permit the investigator to follow his (or her) own judgment during the remainder of the interview.

A large manufacturing company known to the writer not long ago used this door-to-door method to feel out the market for a dish-washing machine for household use which this company proposed to make. One investigator was sent out and she covered different sections of three cities in various parts of the country, going always to the back door and at a time when the housewife would be most likely to be washing the dishes. She called at 1,286 homes. When her report was turned in it showed plainly that the time was not yet ripe for such a machine as the company planned to make.

By going right to the people in their kitchens at the time when they were in the most favorable mood to consider the contemplated dish-washing machine, this company saved untold thousands of dollars.

Another manufacturer learned what was the matter with the appliance he was making by following this door-to-door method

and he was able subsequently to remedy the trouble. Which proves the importance of learning the disadvantages, as well as the advantages, at first hand from the people who are using one's product.

Still a third advertiser makes it a point to have his sales manager and his advertising manager spend a day occasionally in some department store in the department where his product is sold, listening to shoppers talk about his and his competitors' products. This experience is calculated to furnish a great many ideas and angles for advertisements, and it has been known before now to result in the discovery of the "big idea" behind some product or appliance. When people are shopping they ask the questions that concern them most, and a repetition of the same question by a number of people will sometimes open an advertising man's or a salesman's eyes to the fact that the feature that interests the public most is something that has been given very little consideration. As a case in point, some time ago a trunk manufacturer learned that when people came to buy trunks they inquired more particularly about the *lock* than about any other feature of the trunk. They looked at a trunk and if it *looked* sturdy they took sturdiness for granted; but they had suffered unpleasant experiences with trunk locks and they wanted to be sure the trunk they bought this time had a good, dependable lock. Yet for years this manufacturer had taken the lock as a matter of course and had stressed only sturdiness!

A whole article might be written on what can be learned by studying shoppers while they shop. Space permits of only this brief reference to this method of going to the people for ideas, and for confirmation on points on which an advertiser may be uncertain.

Another method of getting a line on what people think about a product and its use, in the case of a product or machine or commodity that is sold to farmers, is to study the letters published in

the farm papers. Often these correspondence columns are veritable experience meetings wherein people tell in a simple, natural way what they have found out about this or that fertilizer or spray or machine or paint. Frequently these letters develop new uses for a product, uses that might never have occurred to the producer himself. At least one concern serving the farmer makes it a definite policy to keep in touch with its public through watching this farm journal correspondence.

The prize contest is still another favorite method of finding out what people think about a given product, how they are using it, and why. As a general thing these contests are run for a double purpose: First, to draw unusual attention to the product through the lure of the prize contest, and, second, to get the public reaction on that product and find out more ways of using it. The danger of this method of going to the people is that on account of the prizes, people are prone to temporary prejudice in favor of the product, and their statements are likely not to be perfectly honest reflections of their own opinions and experiences.

As a matter of fact, it may be set down as a general rule that information obtained from people is safe to base marketing plans on only when it is so skilfully drawn out of them that they do not know what views they are *supposed* to have, or what reactions the searcher *hopes* they will have. And if they do not know the name of the particular brand of product, or the particular make or type of appliance they are being questioned on, so much the better. In other words, the less conscious people are of the purpose for which they are being consulted, the more valuable the information obtained.

The advertising man or salesman who can master the art of making people tell him, either verbally, or on paper, or unconsciously through their questions and actions, what they really think about a given product, instead of what they think he *wants*

them to think, will have mastered the power of building marketing plans that are practically certain to be successful, if he is honest with himself and toward his product.

As for Time as an element in connection with the public's decision, mentioned by Mr. Gatti-Casazza, advertising is a most effectual means of controlling that. Given a sufficiently large marketing appropriation and a "big idea" a product can win public acceptance in an unbelievably short time. It has been done with some products almost overnight. Sometimes such successes are accidental, but generally it will be found upon investigation that the men behind the campaign had "gone to the people" first and proved *in advance* that their product would meet with favor from the public.

All advertising and marketing men can well take a lesson from the method employed by one large publisher of books. Before this publisher puts out a new book he has a circular prepared telling about the book, which he mails out to a test list of a few thousand names. From the percentage of returns he receives from this list he knows what the answer will be before the presses start, and he can figure on the edition with an exactness that would seem uncanny to a man who has never thus definitely made the public tell him *in advance* how successful his appeal or his product is going to be.

It is this sort of scientific marketing that we need to stop the popular cry regarding the waste in distribution, and it is the present writer's belief that if advertising men and sales managers would get down and grub for basic marketing ideas and then prove them out in advance to the very best of their ability, much of this waste could be eliminated.

Trying to *make* people decide, by sheer force of space and repetition, without effectual, people-tested ideas underlying our advertising and selling, is no small contributing factor to the present high cost of distribution.



TOO CLOSE TO THEIR BUSINESS

"It can't be done," *said our client*. "People don't want it merchandised in that way."

"It can't be done," *said the big distributor*. "Retailers won't handle it in that way."

But we believed it could, so —

Our investigators traveled to mountain homes far from the railroads, through small cities and through metropolitan centers, and they found that

91 % of the housewives interviewed preferred their staple in the form our client was best equipped to promote.

50 % of the retailers in all localities would willingly co-operate in promoting the new method of merchandising.

30 % of the retailers would eagerly welcome the innovation and only 20% were opposed.

Yet, industries capitalized at hundreds of millions had passed by this opportunity for expansion because they were so close to their business that the mole hill difficulties seemed like unsurmountable mountains.

It has been our privilege to secure a true perspective for many of our clients and thus open new and untried fields for expansion.

WALTER B. SNOW AND STAFF

Advertising

60 HIGH STREET · BOSTON · MASS.



Home Owners Are Good Buyers

In Dayton 41.7 per cent of the homes are occupied by their owners.

General business conditions in Dayton and Springfield are getting better. Local stores report improved business, showing the result of increased factory operations.

Now is a good time to introduce new products or increase the business on old ones in Dayton and Springfield. Be ready for the buyer when the buyer is ready for you.

Net Paid Circulation for September

	DAILY	SUNDAY
Dayton News.....	40,491	38,140
Springfield News.....	15,340	13,666
Total Net Paid.....	55,831	51,806

News League of Ohio, Dayton, Ohio

New York—I. A. KLEIN, Metropolitan Tower

Chicago—JOHN GLASS, Wrigley Building

Getting 4,000 New Bank Depositors in One Day

Detroit Bank's Advertising, in Advance of Opening of New Building, Surprises Bankers and Depositors Alike

MORE than 4,000 new depositors in a single day! The Bank of Detroit did it.

Many savings banks would consider that army of depositors ample compensation for a three-months' intensive drive. But how was it done in a day? What was the open sesame that magically drew 4,000 new depositors to a savings bank on one particular day?

In reality there was no open sesame. The Bank of Detroit simply made the most of an event that occurs frequently in the life of a great banking institution—the opening of a new home—and capitalized to the limit this opening to obtain new depositors. The advertising campaign was short, driving, incisive.

So far you may not have perceived anything unique in this campaign—a carefully-thought-out drive that capitalized an opportunity. True! But the advertising was unique. It jumped away from the formal savings bank message—save for your old age, save for your family, thrift goes hand in hand with prosperity.

"You'll Be Surprised" was the theme of all of the advertisements. These advertisements told of a joyous, happy occasion—a kind of surprise party for first-day depositors—to be launched in honor of the opening of a new home. The copy had all the human appeal of a birthday party in-

itation. It was joyous, jolly, human.

Though the advertisements were of the "teaser" type, they took large display space, ranging from forty-eight to eighty inches and from three to five columns in



All Detroit can attend this great Bank of Detroit "surprise party" next Monday

Our mysterious surprise offer will be observed at each of the fifteen conveniently located Branches as well as at the new downtown Bank.

If you cannot attend the actual Opening, August 29th, open an account at the Bank of Detroit Branch nearest you.

Every New Depositor on that day will participate in the "surprise."

This surprise offer is our mark of gratitude to the City whose great aid has helped build our new home.

The Bank of Detroit's remarkable growth in five years is due solely to the satisfaction depositors take in Bank of Detroit methods.

Our exclusive More Interest Plan, allowing 7% from day of deposit to day of withdrawal, appeals to depositors as especially fair and favorable.

The complete nature of Bank of Detroit service wins their approval.

The most modern of Safe Deposit Vaults have also been supplied.

Now the Bank of Detroit wishes to establish these same friendly banking relations with you.

If you possibly can, we should like you to visit the new downtown Bank, Post Street, opposite the Post Office, on this surprise Opening Day.

But at least do not deny yourself the mysterious "surprise" offer.

Go to the Branch nearest you, if you find it impossible to come downtown, and be a New Depositor, Monday, August 29th—

Hours, 10 a. m. to 3 p. m.; and 6 to 8 p. m.

Then—see if you look inside your bank book and—"you'll be surprised."

BANK OF DETROIT

Opposite Post Office Fifteen Convenient Branches 241 Post St. West

ONE OF THE NEWSPAPER INVITATIONS TO ATTEND THE "SURPRISE PARTY"

width. These advertisements, six in number, ran in all the English dailies and the principal foreign language newspapers in Detroit.

Backing up the newspaper campaign, a letter, with a small enclosed folder, was sent to all depositors. It invited them to visit the new home which their savings and loyalty had made pos-

sible, to bring their friends, and hinted of a worth-while surprise in store for new depositors.

In addition, 5,000 finely engraved invitations were sent to the most influential families in the city and to all other bank officials.

A huge outdoor sign, diagonally across the street—half-way between the old home of the bank and the new home—featured a big orange hand pointing to the new building and called attention to the date of its opening. It mentioned the surprise in store for new depositors and the "more interest plan" of the bank which allowed interest from the day of deposit to the day of withdrawal.

The Bank of Detroit has fifteen branches. In each of these branches small electric signs were placed in the window calling the attention of all who passed to the coming event.

Late in the afternoon of the day before the campaign got under way, George B. Judson, vice-president of the bank, called all tellers and managers of the branch banks to the main office and outlined the plan of campaign. Their enthusiasm begot action.

When August 29 arrived, both the new building and the branches were crowded. The officials had only prepared for about 2,000 new depositors and had made up "surprises" for but that number. In the middle of the day they were forced to make up more than 2,000 more "surprises."

The "surprise" consisted of gifts—in denominations ranging from one cent to \$5. They came in small white envelopes, with the date of the opening printed on the top of the envelope and the Bank of Detroit printed below.

The following message was printed on each envelope: "This little surprise is your lucky piece. We hope it will, with others like it, start the building up of continued savings for future needs.

"You are heartily invited to make full use of the complete facilities and services which have been provided for you, both at our new main building and at our conveniently located branches."

The Value of Circulation as an Asset

"An experienced newspaper man would buy circulation more readily than he would accounts receivable," said Clifford Yewdall, addressing the Chicago convention of the Associated Business Papers, Inc., on October 25, "because he would consider it property of more substantial value to a newspaper. When accounts receivable are collected that is the end of them; circulation produces money again and again, much as does a machine or a mine. True, money has to be spent on it in order to keep it up, but that is also true of the machine and of the mine. A newspaper with an established circulation is much in the same position as a family hotel with all of its rooms filled. He who buys that hotel, as it is, gets something tangible with it, a large number of paying tenants. These tenants may change from time to time, but the substantial business connections, evidenced by temporary contract relationships, are there in large number, and it is a characteristic of the situation that when a vacancy occurs and one such relationship terminates there is someone promptly on hand to fill that vacancy and assume a similar relationship.

"Circulation is the chief item of property of a newspaper, and the other property, while essential to running a paper, is incidental. If all the other property burns up, the newspaper can continue without interruption. If the circulation should disappear, the other property would be worth little more than scrap value. As a rule 'good-will' is not the chief property of a business, but is an incident, sometimes of greater and sometimes of lesser value. 'Good-will,' in the purchase and sale of an ordinary business, is not valued and bought and paid for at so much per unit. Also, 'good-will' cannot ordinarily be sold separately from the other property of the business. In the case of a newspaper concern, it could sell the circulation separately, particularly if there should go with it the right to use the name of the paper."

Sea Food Advertised in Farm Papers

The Meletio Sea Food Co., St. Louis, packer and distributor of oysters and other sea foods, is conducting an advertising campaign in farm papers circulating in Illinois, Missouri and Arkansas to create a market for fish and oysters among farm families. The advertising is being handled by the Ross-Gould Co., advertising agency, of St. Louis.

Represents Cone, Hunton & Woodman, Inc.

B. J. Schaefer, San Francisco, has been appointed Pacific Coast representative of Cone, Hunton & Woodman, Inc., and the papers they represent.

RACINE

Population in 1920, 58,593—Second City in Wisconsin

The Belle City of the Lakes

Situated between Milwaukee and Chicago on the 85-mile Sheridan Road. Twenty-five-mile stretch (east to west) from Racine to Burlington just completed



Black lines show completed concrete roads—double light lines show roads to be finished in accordance with \$2,500,000 bond issue

WISCONSIN

SWEET'S ENGINEERING CATALOGUE

A Complete Campaign

A contract for representation in the Eighth (1922) Edition of Sweet's Engineering Catalogue secures for the client the distribution list, one of the most valuable lists ever compiled for its field.

The list contains the names and addresses of the organizations which receive the catalogue, and also the names of those individuals within the organizations who have the authority to specify or buy. In the industrial plant group additional information is given as to the nature of the plant and its horse-power rating.

For a complete campaign:

1. Place your catalogue in "Sweet's."
2. Use tie-up copy in your trade-paper advertising.
3. Approach directly by mail and personal contact the real buyers named in "Sweet's" distribution list.

SWEET'S CATALOGUE SERVICE, Inc.
119 WEST FORTIETH STREET
NEW YORK CITY

FORMS FOR THE EIGHTH EDITION CLOSE DECEMBER 31

Daily "Business Forecasts" by Department of Commerce Possible

Plan under Consideration to Make Information in Monthly "Survey" Immediately Available

Special Washington Correspondence

"COMMERCE-RISK today and tomorrow; increased buying tomorrow; moderate shipments from the West and Northwest.

"Commercial Indicator yesterday—Highest, 57; lowest 48."

If the plan of Mr. Feiker, special assistant to Secretary of Commerce Hoover, as recently announced to the Industrial Engineers of the country works out, we may expect to have something along the lines of the above dished up to us with our news each morning just as we now find a forecast of the weather in the top right-hand corner of practically every daily newspaper.

The start has been made in the "Survey of Current Business," a monthly supplement to "Commerce Reports" gotten out by the Bureau of Foreign and Domestic Commerce, and of which the second number is now available. This "Survey" contains comparisons of a statistical nature of the production, trade, stocks, etc., of the more important commodities in a basic year (usually 1913 or 1919) with similar figures for the three months immediately preceding the month in which the survey is issued. Not only are actual quantities given in each instance, but by assigning the number 100 to the figure for the basic year, index numbers clearly showing the position in later periods are calculated and tabulated.

So that those who run may read, all the figures are summarized in tables occupying less than four pages. By reference to this summary, one may learn at a glance just what changes have occurred with reference to a normal year and with reference to the two previous months in textiles, metal and metal products, fuel and power, paper, rubber, motor accessories building

and construction, leather products, agricultural products, foreign trade, foreign exchange rates, transportation, labor and prices, retail movements, or banking and finance. To get a more detailed picture of the position in any of these fields of endeavor one need only turn the page to find a complete table under any one of these heads.

BUSINESS MUST DRAW ITS OWN CONCLUSIONS

Asked as to what effect this Government publication might have on the numerous private agencies that make a business of commercial prophecies advising investors and merchants, etc., Mr. Feiker stated that the "Current Survey" would be nothing more than raw material for these establishments. "The Government cannot say 'Buy today' or 'Sell tomorrow,'" said Mr. Feiker. "It can merely collect and tabulate information essential to a proper determination as to whether one should buy or sell, etc., leaving the determination to be made by the buyer or seller." There will be some who will make their own deductions from the Government figures; others may prefer to depend upon research experts to analyze and supplement these figures, but whichever method is followed, there is no doubt that the Government's compilation will aid in reaching a proper decision.

Probably the *raison d'être* for the new publication was never more clearly expressed than by the Hon. Theodore E. Burton, ex-Senator from Ohio, when he said: "A study of past disturbances leads to the conviction that no severe depression has occurred which was not preceded by loud warnings. These warnings ought not to pass unheeded, and in order to recognize them promptly it is necessary that accu-

rate statistics be furnished. Much improvement has been accomplished in the last few years, though it is to be regretted that so much of our statistical information is fragmentary or inaccurate. Official and private publications furnish much valuable information. They include voluminous figures of deposits and loans of banks, movement of specie, exports and imports, railway earnings, wholesale prices, and the condition and probable yield of crops.

"A vital defect in many of them is the omission to give, for purposes of comparison, similar figures for previous months and years. Another defect is the absence of uniformity in the methods and classification employed. These comparative statistics would afford a means of determining the trend of events, and give warning when prices are unnaturally high or any branch of business is overdone. It is also noteworthy that we do not sufficiently consider statistics relating to the course of affairs in foreign countries, the influence of which upon our own condition is of the utmost importance, by reason of the enlargement of our trade and the closer international relations of modern commerce. Other statistics, which are inadequate or lacking and which would be of great value, are those pertaining to the employment of labor, capital invested in new enterprises, amounts expended in new construction, volume of production in the various kinds of manufactures, and statistics of State banks and savings institutions similar to those pertaining to national banks."

In view of the fact that financial statistics are emphasized in the Federal Reserve Board Bulletin and price statistics in the Bulletin of the Bureau of Labor Statistics, and for the further reason as stated by Mr. Feiker that: "There is no national price, except as to trade-marked articles, prices differing in the different localities," the "Current Survey" does not emphasize this side of the picture, but dwells rather on the

quantitative or commercial aspects.

While realizing that the present "Survey" is far removed from the character of the daily weather report, Mr. Feiker intimates that there will soon be regular weekly or fortnightly mimeographed abstracts of the high spots to appear later in the "Survey" and that it is not at all impossible that within the not too distant future, the Department will issue to the press each day a concise statement or picture of the nation's business during the preceding day and even a veiled prophecy of what may be expected.

Leaves Government Service for Editorial Work

George M. Rommel, chief of the animal husbandry division, Bureau of Animal Industry, of the Department of Agriculture at Washington, has resigned, effective November 1, to become editor-in-chief of the publications of The American International Publishers, Inc., New York. These publications are *The Field Illustrated* and *System on the Farm, El Campo International* and "The Field Year Book of Pure-Bred Livestock."

Mr. Rommel is a new member of the board of directors of The American International Publishers, Inc.

Mail-Order Advertising for Salmon

Orders are going out to Middle Western newspapers through the Condon Advertising Agency, Tacoma, Wash., for the Rural Fish Delivery Company, Tacoma, which is selling Puget Sound red salmon by mail. The campaign during the next three months will be carried on over a large part of the Middle West and South. Farm papers will be used later for this account.

Will Develop Merchandising Methods

Wm. M. Chamberlin has been appointed assistant to the vice-president in charge of sales for the Maxwell Motor Sales Corp., and the Chalmers Motor Car Company. Mr. Chamberlin will concern himself with the development of better merchandising methods.

Advertising Agency Appointed by Marchant Company

The advertising account of the Marchant Calculating Company, Oakland, Cal., has been obtained by the K. Leroy Hamman Advertising Agency, of that city.

Overwhelming Lead in Local Advertising

During the months of July, August and September, 1921, The San Antonio Light contained 1,894,690 lines of local advertising, a gain of 297,544 lines over the corresponding period of 1920 and 461,986 lines more than the second newspaper which showed a loss of 177,240 lines. The second newspaper contained 41,714 lines of undesirable advertising which The Light excludes from its columns. In clean advertising The Light contained in the three months mentioned 503,700 lines more than the second newspaper.

During the six months ending June 30, 1921, The Light contained 18 per cent more local advertising than the second newspaper.

During the months of July, August and September The Light contained 32 per cent more local advertising than the second newspaper.

VERREE & CONKLIN, Inc.

National Advertising Representatives

300 Madison Ave., New York
117 Lafayette Blvd., Detroit

28 E. Jackson Blvd., Chicago
Selling Bldg., Portland, Ore.

J. S. SEYMOUR, Eastern Advisory Representative

The San Antonio Light

CHARLES S. DIEHL and HARRISON L. BEACH
Editors and Publishers

San Antonio, Texas

25%

Net Paid Circulation Gain Over Last Year

Daily Gain
20,112

Sunday Gain
33,310

94% home-delivered; all within the zone; every copy a complete newspaper.

This stupendous growth has still further increased the **LOS ANGELES TIMES'** great leadership. Today its paid advertising approximately equals that of any other two local newspapers combined. During September, 1921, it printed 2,065,196 lines against the second morning paper's 1,255,282.

The Los Angeles Times

Eastern Representatives: Williams, Lawrence & Creamer Co.,
Harris Trust Bldg., Chicago—225 Fifth Ave., New York.

Building the Contest Around the Dealer

Cleveland Metal Products Company Helps Retailer Convert Contest Interest into Heater Sales

THE Cleveland Metal Products Company, Cleveland, has now under way a contest that has for one of its six purposes the locating of "Handy Uses of the Perfection Oil Heater." As the explanatory booklet states: "Of course, there's nothing so unusual about a prize contest. There have been some big ones. But—there has never before been an oil heater contest."

There are going to be \$5,000 in prizes. Of this \$2,000 will be in cash and \$3,000 in the form of Aladdin utensils. Bear that last prize in mind, for there is a real merchandising idea back of it.

As to the nature of the contest, the following quotations taken from the folder given those wishing to enter will serve as an explanation: "We want to find out particularly *new* and *unusual* uses of the Perfection Oil Heater.

"If you have a Perfection Oil Heater, tell us how you use it. If you haven't one, tell us how you could use it. Here are some questions and suggestions that may help you."

Then follows a list of hints which give one an inkling as to the sort of information the company wants to get. For example: "Have you ever used the Perfection Oil Heater for purposes other than just heating?" Another asks the contestant to: "Think of special occasions when you've used a Perfection Heater, or have heard of one being used, to save property, to tide over a severe cold snap or fuel shortage, to protect health, or even to save a life."

The contest opened September 8 and closes December 10. All letters must be in before the latter date.

Here's how the idea started, as told by G. M. Davis, of the company: "We have an unusual selling job ahead of us this year as

many of our dealers are carrying over a considerable quantity of the heaters which we sold them last year. This was due largely to the mild winter. Naturally we must move the present stocks of heaters off the dealers' floors before we can sell them many more.

"In addition, the non-buying attitude of the public also made it necessary for us to run an entirely different type of advertising or at least inject into the advertising an angle that would command more attention and interest. Furthermore, we wanted a logical reason for bringing Aladdin Cooking Utensils into our heater advertising and the contest furnished it."

With that in view, then, the contest was built around the dealer. He is the key man, the hub of the contest in his sector. One of the methods designed to accomplish this purpose was to request every person desiring to enter the contest to secure a copy of the contest folder from the nearest dealer. The advertising, occupying big space in two national weeklies and a national woman's magazine, urges those interested to call on the nearest Perfection dealer. To help people identify Perfection dealers, every advertisement says: "Look for the \$5,000 Contest Poster in Your Dealer's Window." Most of the advertisements will appear in color.

THE MAIL CAMPAIGN

Dealers were acquainted with the contest and lined up back of it through three mailings. The first, mailed out two weeks before the contest was scheduled to open, described a Contest Kit which the dealer could obtain by returning an attached postcard. The Kit contained: A window poster announcing the contest and inviting people inside for information; a

counter display card containing a pocket filled with contest folders; a "sales-helper sheet," picturing free newspaper electros and movie slides as well as timely and striking store and window stunts. One word more on these contest folders—in addition to giving the contest rules, they picture and describe the full line of Perfection Heaters. In other words, the folder is simply a contest edition of the heater catalogue.

The second mailing was in the form of a broadside which offered the Contest Kit again and contained two contest posters. The third mailing is timed to strike during the chilly fall weather. To help the dealer boost November sales up to a new peak this mailing offers him a window trim consisting of nine pieces lithographed in six colors. The dealer is also liberally supplied with selling ideas and stunts which he can operate in connection with the contest.

Of the 1,000 prizes 995 are Aladdin Utensils. The Perfection Oil Heater is now used in more than 4,000,000 homes. Every one of these homes is a logical prospect for Aladdin Utensils. To link up Aladdin closely with the heater has been a problem with which the company has struggled for some time. Offering the utensils as prizes in connection with the heater contest brings the two together about as close as one could wish.

Conditions Are Ripe for Increased Advertising

"THE day of retrenchment is past, and the time has come for a policy of sane aggressiveness," said B. C. Forbes, speaking at the regular weekly luncheon of the New York Advertising Club on October 19. "Advertising men are justified in advising all with whom they come in contact to do more advertising, in encouraging them to move forward. The day has come when it is good business to increase advertising appropriations.

"Two years ago the basic factors which influenced industry," the speaker continued, "were, with hardly an exception, in the poorest condition. Today practically every one of those factors is sound.

"The money situation is excellent. Not many months ago bank reserves were at the lowest. Today they are larger than they have been at any time during the last four years. In other words, the money market is ripe for an era of expansion.

"The labor situation is equally promising, despite the threatened railroad strike, which I regard merely as a passing cloud. Labor in almost every industry is doing more work per day than in many months—and better than that, is in a healthy frame of mind.

"The farmers are beginning to feel better, too. Recently I was told by a vice-president of the National City Bank, who knows the agricultural situation in the Middle West intimately, that farmers out there will spend more money this winter, have ceased to look backward and are looking ahead with renewed determination. The same holds true of the farmers of the South.

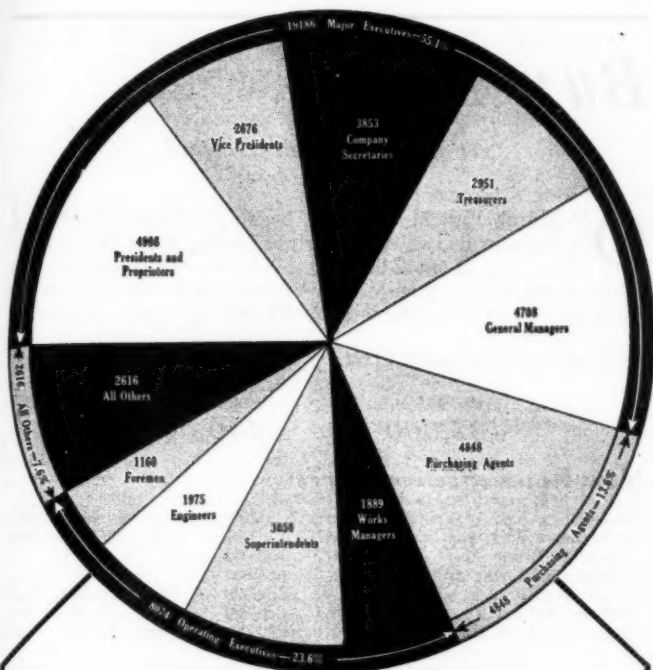
"The railroads today are in a better condition than they have been in for seven years. They are, for the first time in their history, protected by a law which assures them a fair return.

"And so it is with all of the basic factors. It is up to business men to revive the courage they lost during the recent depression and go ahead sanely, aggressively. Orders won't come in without effort, it is true. But the business man who has faith, and backs that faith with work, is in for an era of prosperity."

National Candy Co. Account to Fisher-Brown Agency

The Fisher-Brown Advertising Agency, St. Louis, has secured the advertising account of the National Candy Company, the executive and sales offices of which are in the same city.

Spencer A. Jones, formerly with the Newell Emmett Company, New York, has joined the staff of the Dan Miner Advertising Agency, of Los Angeles.



THE IRON TRADE REVIEW is read by men with authority to buy. The chart above tells the story. Over 92 per cent of the readers of THE IRON TRADE REVIEW are executives. Your advertisement reaches the man whose decision goes—32,108 of him—an average of nearly three readers to every copy of the paper.

THE IRON TRADE REVIEW

A Penton Publication

Cleveland, U. S. A.

A. B. C.

A. B. P.

Buy Now

*At a new rate you will find
it hard to beat*

ON March 15th Metropolitan began a national advertising campaign in twelve magazines having a net paid circulation of about 2,000,000. Notice—our audience was a magazine-buying group. Our circulation has been steadily going up. Our new guarantee is 400,000 net paid circulation.

Here are our *minimum print figures* for the next two issues:

January	February
435,000	440,000

New Rates effective at once

Per line	\$ 2.50	Line per M...	.0062
170 or more lines, per line.....	1.91	Line per M...	.0047
¼ page (170 lines).....	325.00		
½ page (340 lines).....	650.00		
1 page	1300.00	Page per M..	\$3.25
*2nd and 3rd covers (4 col. rub. off.)..	2300.00	Page per M..	5.75
*Back Cover (4 col. rub. off.).....	3200.00	Page per M..	8.00

Discount: 10% discount allowed for definite contract for equivalent of 3 pages (2040 lines) used within one year. To earn this 10%, color pages or black and white pages—or a combination of both—may be used. Space discount allowed on color the same as black and white.

On a 3-page (2040 lines) contract basis this 10% reduction gives:

Per line	\$ 2.25	Line per M...	.0056
170 or more lines, per line.....	1.72	Line per M...	.0043
¼ page (170 lines).....	292.50		
½ page (340 lines).....	585.00		
1 page (680 lines).....	1170.00	Page per M..	\$2.92
*2nd and 3rd covers (4 col. rub. off.)..	2070.00	Page per M..	5.17
*Back cover (4 col. rub. off.).....	2880.00	Page per M..	7.20

*No plates required for Metropolitan color pages. Simply lend us original painting.

It is best business for you to **BUY NOW** at the **LOWEST RATE** by a big margin **YOU CAN GET ANYWHERE.**

Metropolitan

432 Fourth Ave.

New York City

The Secret Process as an Advertising Possibility

No Reason for Keeping Technical Information a Mystery

By A. W. Hawkins

YEARS ago advertisers had queer conceptions of the advertising value of a secret process. They let it be known that a secret process was used—and then carefully guarded the secret. Advertisers of that same period told of using materials gathered once in seven years, under the full moon of March, in the jungles of Nigeria—or in some such place, under some such circumstances.

The modern consumer is frankly a skeptic when it comes to mysterious processes. He has traveled mentally too far to have illusions regarding the color of distant pastures—which, applied to articles of commerce, are manufacturing details the seller conceals. He realizes there are peculiar reasons why the process used in making bank notes should be guarded, but he does not see the necessity for such secrecy, with patent offices on the job, in the case of advertised products. He shares the common, yet extraordinary, curiosity of the age in things mechanical.

If you would make advertising capital today of your superior processes, you must tell all about them. Then the interested, even though entirely non-technical, consumer, will read the advertising message—and get it.

Erastus Bendavis may sell costly legal counsel, Bill Jones some skill in running an office, Jim Sperry, coal when he can get it; but all back when they were kids, either took the eighty-nine-cent alarm clock to pieces or wanted to. Start telling these men in a clear, direct way how their auto tires are made, or what their breakfast drink is made of, or what it is about that superhuman automatic fire alarm—d'y' know, really, it's simple—and 'Ras and Jim and Bill are brothers in ravenous hunger for details. We in the United

States are democratic, even in our attitude toward knowledge. "A little knowledge is a dangerous thing," thought certain intellectuals centuries back, and proceeded to keep knowledge from the masses. "A little knowledge is a dangerous thing," we agree today—so let's "have it all!" Advertisers must heed the spirit of the day.

Automobile tires are a lively conversational topic nowadays. We have heard a heap about "mileage" and "guarantees" and other things relating to the quality of the product as determined in the user's experience, but much less concerning processes of manufacture. Every tire user is interested in how tires are made. Why not tell him, in advertisements?

Advertising is essentially revelation. If you think details of manufacture can't be presented in an interesting way to a non-technical man, consider this advertisement of The Double Fabric Tire Co., advertising Auburn Certified Tires. It is headed: "Tires without a Mystery or a Secret Process," which not alone develops an Auburn sales help, a certified statement of ingredients, but actually makes capital of the fact that other tire manufacturers keep their methods to themselves.

"Few men know anything about tire construction," says this advertisement. "Only a very few know anything at all about what goes into a good tire and what goes into a cheap tire.

"Until now there has been no way a car owner could tell the 'pure rubber tire' from the 'shoddy' except in the bitter school of experience."

Then the advertisement goes on to recite that there is no "mystery" about Auburn tires, no closely guarded "secret process." The only mystery about the tires

Grab the Market!

IT is seldom a manufacturer has an opportunity to jump in and grab the market due to economic conditions. There never was a time when a liberal appropriation could be spent to such advantage; through the daily newspapers you can accomplish the fullest results at the least cost—ask your agency.

Boston Globe
Baltimore Sun
New York Times
Minneapolis Tribune
San Francisco Bulletin
St. Louis Globe-Democrat
Philadelphia Public Ledger
Des Moines Register and Tribune

Information regarding these shopping centers and trade conditions will be gladly furnished by the advertising departments of these papers.

GUY S. OSBORN

Incorporated

CHICAGO

1302 Tribune Bldg.

DETROIT ST. LOUIS
 701 Ford Bldg. 401 Globe-Democrat Bldg.

is pure Para rubber, "endowed by nature with qualities that no 'secret process' or mysterious formula can ever equal." Then this:

"MORE RUBBER—MORE MILEAGE

"Pure Para Rubber is the gold standard of tire construction.

"It is to tires exactly what wool is to clothing. So the value and wearing qualities of a tire can be judged by its content of Para Rubber just as truly as a suit of clothes can be appraised by its content of pure wool.

"As our Certified Statement of Ingredients shows, Auburn Certified Tires contain a greater volume of pure Para Rubber than any other tire of which we know. This, alone, marks them as the nearest 'all-wool-and-a-yard-wide' tires on the market.

"AUBURN 'MORE-RUBBER' CARCASS

"Auburn Certified Tires have a fabric body or corresponding cord construction of extreme strength, made 15 to 25 per cent thicker than standard tires (and therefore fully 50 per cent stronger) by our extra-ply construction.

"We then put 17 per cent more Rubber right down into the fabric or cord, where it holds the plies together with unusual tenacity. And this rubber, or 'friction,' is 94.3 per cent pure Para Rubber with enough sulphur to cure.

"The result is a carcass surpassing in flexibility—and 'hold-together' qualities.

"AUBURN 'MORE-RUBBER' TREAD

"Auburn Certified Tires are protected by a thick, tough, slow-wearing tread that is nothing but pure Para Rubber (analysis shows 81 per cent pure Para) combined only with expensive oxide of zinc—the best-known tread toughener. No 'shoddy'—no cheap, soft rubber or rubber substitutes.

"This thick, tenacious and practically wear-proof cushion of live rubber averages only $\frac{3}{16}$ inch wear per 1,000 miles of ordinary service—a distance equivalent to a trip from Chicago to New York.

"It is one of the great feats in



If You Want the Best

All the resources of our thoroughly trained organization of printing and binding specialists are at the disposal of any individual or firm contemplating large volume editions.

Unusual Monotype and Linotype equipment.

Special facilities for handling large orders of school books.

INTERNATIONAL TEXTBOOK PRESS
Box 9206, Scranton, Pa.

References:

John C. Winston Co.
J. B. Lippincott Co.
Century Company
Silver-Burdett Co.

SMITH, STURGIS & MOORE, Inc.

Successors to Collin Armstrong, Inc.

General Advertising Agents
1463 Broadway, at 42nd Street
New York

TORONTO, Lumsden Building
MONTREAL, The McGill Building
PARIS, 31 bis Faubourg Montmartre
LONDON, Premier House, Southampton Row, W. C. 1.

The Right Angle in Advertising

**"BROOKLYN
HEIGHTS"**

1841 1861 1881 1901 1921

EAGLE CIRCULATION AND ADVERTISING

Nelson H. H. H.

**80th Anniversary of
THE BROOKLYN DAILY EAGLE**
Growing Stronger Every Year

Third in volume of advertising of the circulation New York Papers. Frequently second.
Second in percentage of circulation gain for 1921.

tire construction—a feat which amazed even the nationally-selected tire experts who conducted the United States Bureau of Standards tests.”

Who can deny the advertiser's naive, though no less correct, assumption, that the average consumer can understand and grasp important facts, even when not college educated, is one of the most winning attributes of such advertisements? The Double Fabric Tire Co.'s matter-of-fact way of taking the user's intelligence for granted is matched in other advertisements. Advertisers of another day, with that prevalent contempt of the expert for the “outsider,” could hardly have used this attitude had they wished. They were altogether too fixed in their old way of looking at things.

Confronted with a new invention or discovery, people of today don't act like primitive Indians seeing and hearing their first musket. It may be true that we are somewhat calloused to the wonders of science—something new every day!—but it equally holds that we habitually judge the new “wonder” preferably after genuine acquaintance, not by superficials. We want to. Not all manufacturers give us the chance. A steadily increasing number do.

When the Merrell-Soule Co. started to advertise powdered milk to the consumer, it illustrated the process used. It's something of a process, too, this spray process, and a heap of exhaustive study has gone, first and last, into developing it to perfection. But the basic principle of the process is simple, and capable, with the aid of a sketch, of being readily explained to the non-technical consumer. The consumer's understanding of the process is reflected in his high appraisal of the product.

For fire prevention there is a device called the Aero automatic fire alarm, sold by the Aero Alarm Company. When a fire starts in any part of the building, gongs ring, an annunciator indicates the exact location of the fire, and the fire department is notified—all



1922

Second Announcement

ON September 19th last the first formal announcement as to the booking of advertising space in “PUNCH” for 1922 was made.

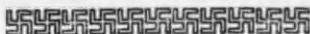
On October 20th, in issuing the second advertisement in respect of booking ahead for 1922, I am exceedingly gratified at being able to state that OVER TWO-THIRDS of the entire space likely to be available in the regular issues of “PUNCH” for 1922 is now sold to specific advertisers for insertion on specific dates.

In view of the general state of trade and the doubt that has existed as to what might be the result for 1922, I think this indication of faith in the powers of “PUNCH” advertising space to help to bring back good times is notable.

For the remaining one-third of space in 1922 which is yet unsold I will be pleased to have early bookings from advertisers of high-class goods and service who have not yet “joined up,” and I repeat my strong conviction that all the space available for 1922 will be booked up by the end of 1921 at least, if not before.

Will those who have not already done so be kind enough therefore to go into the matter as thoroughly as present circumstances will allow, and instruct their Agents to make arrangements for such space as they can use, as quickly as possible?

ROY V. SOMERVILLE
Advertisement Manager “PUNCH”
10 Boulevard Street, London
Eng.



I KNOW LATIN AMERICA

I know the Latin-American people, their needs, their buying power, their publications and the kind of advertising that commands their interest.

I can help you get that market, provided your product can be sold there.

I do not place advertising, or represent any publications or advertising agency. My services are paid for by those whom I serve.

Let me tell you just how I can serve you.

A. Eugene Bolles,
52 Duane St.,
New York City.

The Transcript or Journal

is read
in 87 out
of every
100 Homes
in Peoria
& Trading
Territory

THE PEORIA JOURNAL
The Peoria Transcript
SUNDAY JOURNAL-TRANSCRIPT

It Can Be Done

CHAS. H. EDDY CO.
New York—1000 Avenue Building
Chicago—Peoria's Gas Building
Boston—Old South Building

PEORIA -
2nd Largest City in Illinois.

instantly. But wonderful as this invention is, it is based on a very simple principle. One way of reasoning would be that the apparatus should be sold to owners of buildings and ships strictly on its performance. It could readily be proved that the invention did exactly what was claimed for it. It had the approval of insurance authorities. Why not let it stand as a "scientific wonder," on its performance, without going into the principle of its operation?

The intelligent, non-technical consumer—the property owner—wanted to know the "why" of it. They all do, in the United States. And all sorts and conditions of people own buildings, too.

"Aero's operation depends upon infallible natural law," says an Aero piece of copy.

"Air expands when heated.

"This is the principle upon which the Aero Automatic Alarm operates.

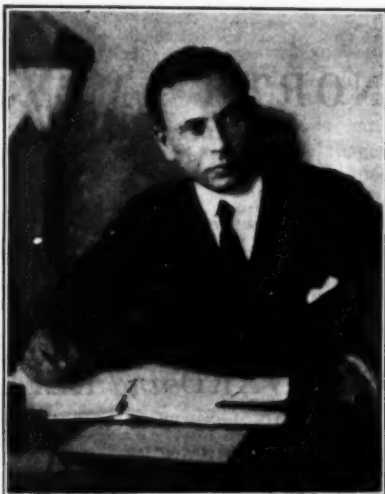
"A tiny copper tube, only three-fortieths of an inch in diameter, extends to every room or compartment to be protected—copper, because that is one of the best known conductors of heat.

"When a fire starts, the air in the tube is instantly expanded. This electrically starts fire gongs throughout the building, or wherever else desired. At the same time the location of the fire is shown on the annunciator, usually placed at the entrance to the building. In cities the alarm is also transmitted automatically to the fire department.

"... Just sensitive enough, it is not too sensitive, as it can be adjusted to meet any possible condition desired. In draughty corridors, in the hottest dry-kiln or on shipboard, Aero never fails to meet the crucial test.

"Aero is actuated by the sudden rise of temperature that fire produces, not by the degree of heat attained. That's why Aero acts as quickly in a cold storage plant as in the adjoining boiler-room.

"Each separate circuit of Aero's wire-like copper tubing begins and ends in a terminal box. This box contains the diaphragms that are effected by the expanding air.



FLOYD W. PARSONS

It is a real pleasure to announce that Mr. Floyd W. Parsons has accepted the appointment of Editorial Director of the GAS AGE-RECORD and has already begun his new duties.

Although widely known because of his writing on science and business in the Saturday Evening Post under the department head of "Everybody's Business" and his contributions to other popular publications such as World's Work, Mr. Parsons is essentially a business paper editor. He was the founder and for many years the Editor-in-Chief of Coal Age which he developed into a notable success.

He comes to the GAS AGE-RECORD with a wide engineering experience and unusual knowledge of industrial affairs; and, assisted by an already able staff of editors, he should be able to do great things not only for the publication but for the industry as a whole.

McRobbins
PRESIDENT

ROBBINS PUBLISHING CO. Inc.

52 Vanderbilt Ave.

New York City

THE NORTH AMERICAN PHILADELPHIA

ANNOUNCE THE APPOINTMENT, AS THEIR
WESTERN ADVERTISING REPRESENTATIVES

OF

WOODWARD *and* KELLY

811 SECURITY BUILDING
CHICAGO

Representing

THE CHICAGO DAILY NEWS
THE CLEVELAND PLAIN DEALER
THE NORTH AMERICAN

THE NORTH AMERICAN
PHILADELPHIA

The Oldest Daily Newspaper in America - Founded by BENJAMIN FRANKLIN

With a diaphragm at each end of the circuit the protective value of the Aero tubing is intensified, insuring action even if the tubing should be cut or the aperture closed. An important feature is that ordinary pounding or bending will not close the Aero tube, or render it useless."

This advertising was read by a class which reasonably could be relied on to appreciate the significance of endorsement by the National Board of Underwriters laboratories. Yet there is no question whatever of the value of such advertising material. What a certain advertised product *does* or *is* does not entirely satisfy. We want to know *why*.

Congoleum Advertises for Its Dealers

A new newspaper campaign in which retailers are directly tied up with the advertising of the manufacturer has been started in newspapers by the Congoleum Company, Inc. In large space the present prices of various kinds of Congoleum are given and compared with former prices. A long list of names of stores in New York and nearby cities gives the actual dealer tie-up for this advertising, which has the physical appearance of department-store announcements.

E. L. Callahan, Sales Manager, Westinghouse Lamp Co.

E. L. Callahan has been appointed sales manager of the Westinghouse Lamp Company, New York, succeeding Elliot Reid, resigned. Mr. Callahan has represented Westinghouse as district manager in its Chicago office for six and one-half years, prior to which, for six years, he directed the activities of the new business department of H. M. Bylesby & Company, Chicago.

"Mistland" Prunes to Continue Poster Advertising

The Oregon Growers Co-operative Association, growers and shippers of "Mistland" and "Truwest" products, plans to continue a poster advertising campaign which it started in New York last year for "Mistland" prunes, according to C. I. Lewis, general manager.

W. C. Jackman Leaves Buck's Stove & Range Co.

Waldo C. Jackman, for the past three years advertising manager of the Buck Stove & Range Co., St. Louis, has resigned to go with A. Victor & Co., furniture merchants, of Buffalo, N. Y.

Bogart in Shoe Advertising

J. Albert Bogart, formerly assistant advertising manager of the Remington Arms Company, New York, and more recently with the Yale & Towne Manufacturing Co., Stamford, Conn., has been appointed advertising manager of Morse & Rogers, shoe manufacturers and distributors, New York, a branch of the International Shoe Company, of St. Louis.

Sales Manager for Taylor's Roofing Tin

Abner U. Howard has been appointed sales manager for the N. & G. Taylor Co., Inc., Philadelphia, makers of roofing tin. Mr. Howard was for many years connected with the National Conduit & Cable Company, New York, and recently was sales manager of the Stamford Rolling Mill Company, Stamford, Conn.

Leather Manufacturer Appoints Boston Agency

The account of the A. F. Gallun Sons Company, Milwaukee, has been placed with The O'Connell-Ingalls Advertising Agency, Boston. It is planned to use general and trade mediums. The Gallun company makes a calfskin sold under the trade names Viking, Aztec and Norwegian.

R. A. Shannon Forms New Company

R. A. Shannon has resigned as advertising manager of the Irving-Pitt Manufacturing Co., Kansas City, Mo., to become president and general manager of The Stronghold Manufacturing Company, which is being formed to manufacture advertising novelties and specialties.

San Francisco Agencies Units

Frederick Seid and Samuel T. Farquhar have combined their agencies in San Francisco. Mr. Farquhar was formerly with The H. K. McCann Co. Mr. Seid established an agency shortly after his discharge from the American Expeditionary Force in 1919.

Detroit Cigarettes Advertise in Middle West

Yankee Girl cigarettes, made by the Scotten-Dillon Company, Detroit, are to be advertised in newspapers of the Middle West. Campbell, Trump & Company, Detroit advertising agency, have obtained this account.

Flour Advertising through Pittsburgh Agency

The Kerr Milling Company, Titusville, Pa., maker of "Morning Light" pancake flour and "Dan-D-Cake" flour, has appointed the Richard S. Rauh Company, Pittsburgh, to handle its advertising.

Send a Hand-shake Just the same!



Many good customers haven't been able to send you much business this year, but is that any reason for you to be less thoughtful of them—around the Holidays?

Isn't it a good year to show that your esteem for those business friends isn't measured solely by what you get out of them?

Send them OLSON Holiday Greeting Cards—cheerful reminders that you're still with them, and looking forward to renewed activities with them!

Send them a *good* card; one that shows no cheapened regard for them.

The Olson sample-box offers you 25 or 30 different designs to choose from; your own device or trade-mark to be imprinted in the card selected. Write today for the sample-box—together with information on PERSONAL Greeting Cards, if desired.

**EUGENE A. OLSON
COMPANY**

*Manufacturers of Engraved
Business Cards, Stationery
and Greeting Cards*

HARTFORD, CONN.

Discouraging the Clipping Evil

CHARLES A. HALL COMPANY
OMAHA, NEB.

Editor of PRINTERS' INK:

Had occasion last night to look for a story PRINTERS' INK carried on Fleischmann's Yeast. Couldn't find it. Will you have a copy sent to me, please?

Had quite a surprise when I looked through back numbers. Found them clipped all to pieces. The queer part was that I found other articles to clip and the issues now look like a cyclone had hit them or as if they had been passed through an ensilage cutter.

Have had to give orders that at least one of the copies which come to this office be left unclipped. The boys and girls certainly must get a lot of food for thought from each issue.

Keep up the good work and for the love o' Mike never let my subscription which goes to my home lapse.

CHARLES A. HALL Co.,
CHARLES A. HALL.

INDISCRIMINATE clipping of business papers can and should be discouraged by having some one person responsible for them, and by having members of the staff keep, instead of clippings, a memo of dates and page numbers of the articles which interest them. It not infrequently happens, however, that clippings are wanted to send to clients or prospects, and, especially when articles are illustrated, typewritten copies will not fill the bill. No matter how carefully a file of back numbers is kept, there are likely to be omissions and mutilations from causes which appear to be unavoidable.

Many readers of PRINTERS' INK have found at least a partial solution of the problem in the bound volumes which are issued quarterly. These constitute the permanent files, and after the volume is received containing complete copies of all issues for the past three months, the loose copies covering the same period can be clipped *ad libitum*. We are generally in a position to furnish back numbers in bound volume form from the beginning of the current year, and future volumes may be subscribed for at the rate of eight dollars a year.—[Ed. PRINTERS' INK.]

Eatmor
Cranberries

Hecker's
FLOUR

Washington's
COFFEE

2 IN 1
Shoe Polishes

PUTNAM
BOOKS AND AUTHORS

Heirloom Plate
"From Generation to Generation"

BERNARD PLIERS

Jiggtime

For Jiggtime Cake
Add Water and Bake

Six months ago we originated this name—the expressive Jack-in-the-Box trade mark, and developed the Advertising Campaign for Jiggtime—The Hecker Cereal Company's better cake flour. Despite trade conditions this Campaign is a pronounced success.

We plan Advertising Campaigns
to Fit Conditions!

Robert M. McMullen Company

Advertising

522 FIFTH AVENUE, NEW YORK.



BLXBY'S
Shoe Polishes

Krementz
Jewelry for Men

Masury
for permanence in paint!

First Prize
NUT BUTTER

THESE
ARE
Appleton
BOOKS

Investment Opportunity In Candy

A Candy Company, organized in 1920, with a small capitalization, operating in the South, made a net profit for the first year's operation of \$4,600, after placing over \$25,000 in advertising and the establishment of accounts.

This was accomplished during a year of drastic readjustment in general business, with hard conditions and an unusually high number of failures. Company has had a continuous and substantial growth until it has now over 800 active accounts handling its line exclusively.

This is a closed corporation—the stock being owned principally by two practical and successful business men of high caliber, who devote their entire time to the business. The president of the company is a salesman of wonderful ability. The vice-president has the direct supervision of the factory and office, and both men are practical candy men, with a thorough knowledge of all phases of the business.

An extraordinary increase in volume of business, with a larger percentage of profit, is possible for the year just beginning, and to make it possible for the company to take full advantage of the opportunity made, additional personnel and working capital is desired. Those joining would have to be experienced either in candy or general business.

Incoming investor would have to have the ability to handle factory and manufacturing, or office, finances and correspondence—assuming full responsibility for his department. The addition of such a man would make an extraordinary organization, with unlimited possibilities for profit. Proposition, in full detail, will be mailed upon application.

Box 1182, Atlanta, Georgia

Advertising in the Minds of Bankers

(Continued from page 6)

critical times should wake up and get right in a hurry.

"Wouldn't it be a foolish thing, now, for any bank to say to this manufacturer that he must cut out his advertising, or even cut it down?"

"The issue is so absolutely clean cut that I wonder why there could possibly be any doubt regarding it. The country is literally full of instances, ranging from big companies down to small ones. A certain manufacturer here in Chicago—small indeed when compared with some of the others we have been talking about here—owes this bank quite a sum of money which of course was adequately secured by the worth of his plant and business.

"He was in here just the other day with his balance sheet for the fiscal year showing net profits of \$150,000—money represented by a surplus that actually was on hand. I asked him what his plans for the coming year were, and he said he wanted to take just half of his net profit or \$75,000 and spend it on that much additional advertising. I objected because I thought the outlay was out of proportion to the size of the business. But he was ready for me. There was to be no scoop shovel business about the additional expenditure. He had the whole thing written down in black and white. He showed just what he expected to do with every dollar and gave the best of reasons for what he expected to accomplish.

"He sold me. I approved his plans and I have no doubt that there will be a most interesting story to tell about his business a year from now. That is the kind of risk a banker likes to take—absolutely safe so far as security for his dollars is concerned, and at the same time of the progressive and courageous kind that is really going to do something."

"Suppose," I asked Mr. Fletcher, "a concern has built up a strong reputation by long continued and

"Selling Service With The Goods," as an aid to sales and advertising executives, is invaluable for its, concise treatment of a most important subject. It fully justifies continuous re-reading, and will make a most important adjunct to any Sales and Advertising Department equipment.

—C. W. PECK,
L. E. Waterman Company

SELLING SERVICE WITH THE GOODS

By

W. O. Woodward and
George A. Fredericks

Is Just One Book On Dealer
Co-operation and Sales Pro-
motion—But It's a Darn
Good One.

Endorsed By—

Ajax Tires	Palmer's Skin Sues-
Banco Mercantil de	cras Soap
Columbia	Philip Ritter Adver-
Carters' Tested Seeds	tising Agency
E. R. Squibb & Sons	United Drug Co.
Hotel Astor Coffee	Veal Oil
Knapp-Felt Hats	Waterman's Fountain
Murphy Varnish Co.	Pens
	Westinghouse Lamps

*"The Only Work On Dealer
Co-operation Published"*

----- COUPON -----

Price \$4.50

THE JAMES A. McCANN CO.
186 West Fourth St. N. Y. City

Enclosed is \$.... for copies

**SELLING SERVICE WITH
THE GOODS**

By WOODWARD and FREDERICKS

Send to.....

.....
.....

AVAILABLE NOW!

A Seasoned Advertising and Merchandising Man

—whose experience and training fit him to sell agency service and handle all details of an account—or to serve as copy chief—or to sell space for a publisher—or to take charge of a sales department.

He has done, and done successfully, all of these things, and has behind him a fifteen-year record that will stand closest scrutiny.

He is healthy, happy, married, and a "go-getter."

His only reason for giving up his present connection is that he requires more room for growth.

Income counts, but this man has his eye on the future.

You are going to need such a man; better get in touch with this one now. Address "B. M.," Box 211, Printers' Ink.

CIRCULATION BUILDER WANTED

A "builder" capable of organizing and managing a field force to quickly increase the circulation of a two-year-old monthly retail merchants' journal in the Southwest, backed by the largest publishing house in the State.

The man must by his own selling record set an example to his men, and in addition must handle the mail promotion end.

The job requires a big man, an experienced circulation builder, who is now fit to do the best work of his career. The proposition is worthwhile and the man's opportunity will be limited only by his ability.

If you know you are the man address

"F. J.," Box 215, care Printers' Ink.

effective advertising. Suppose it has become as well known in its field as this manufacturer you have just mentioned. Everybody knows it and its goods. Now then, can this concern cut out a page of its advertising now and then, can it nibble down its expenditure here and there, and still get by without any decrease in momentum?"

Mr. Fletcher replied by telling of an incident.

"The other day," he said, "I had a conversation with Mr. Norcott, president of H. O. Stone & Company, the real estate bond firm. Now Stone, as you know, has been in business here ever since the Chicago fire. So widely known has the firm name become by advertising that people almost expect to be waited upon by Mr. Stone personally when they go to that office.

"Mr. Norcott and I got to talking about advertising. This always is an interesting point to me because of the success our bank has achieved with it. He told me it had been their custom for a long time to have a page advertisement in the Chicago Sunday newspapers. The cumulative effect of this, week after week, year after year, had been to produce an asset of really great value. But he told me that a few months ago the firm had tried the experiment of dropping out on a page now and then, maybe one a month. The results were closely watched. Soon it was established beyond all argument that there were fewer bond sales during the week following the Sunday when no page advertisement appeared. This, mind you, was in the face of the fact that the company is one of the best known in this section and has built up an advertising asset second to none.

"I could mention other instances but this I think is sufficient to prove that advertising should be consistent and steady. I am a banker and not an advertising man but it seems only simple business sense to me that an advertising appropriation should be sufficient to accomplish a certain desired end. The dollars should be most carefully placed so as to bring the

To Alert Young Men— NINE YEARS AGO

I came into New York from a small Ohio town, full of enthusiasm and with some years of newspaper and advertising experience as a background.

I had to fight my way into a film company to get a chance in this wonderful business.

TODAY I OWN ONE

In the past few years

THOUSANDS OF LIVE WIRES

have tried to break into the film industry, but have been unable to get past the office boy because of a stone wall of relatives, theatrical hangovers and so-called professional film men.

I AM GOING TO TRAIN TWENTY YOUNG ADVERTISING MEN

who have had selling experience, in the ways of the film business to help exploit and sell the productions we are distributing.

You won't have to fight to get in here, but you must prove your ability to deliver.

Tell your whole story in a letter and enclose samples of work, together with photo. No personal interviews will be granted until after first applications have been analyzed. State specifically your experience and what salary you want in first six months.

Don't say you will work for "any salary until I prove my worth." Say what you want for six months. If you are willing to work through the training period for nothing, say so. If you want a certain figure, say so.

P. S.: Can also use a certain number of young men stenographers familiar with advertising detail, who are capable of development.

Address all communications to

WID GUNNING

16th Floor

1540 Broadway New York City

In LOS ANGELES the

EVENING HERALD

Has more readers, more subscribers than a year ago. Sworn government report for past six months:

Daily Average **139,210**

More advertisements, more advertisers than a year ago. Popular with everybody. The advertisers' preference. The readers' choice.

Representatives:

New York:	Chicago:
H. W. Moloney,	G. Logan Payne Co.,
604 Times Bldg.	432 Marquette Bldg.

PRINCRAFT PRESS

Good things cannot be sold at the price of inferior things. Yet good things at fair prices are well bought and least costly in the long run. That's the way with Princraft Printing.

A ring brings a principal, with no obligation

213 W. 40th St., New York
Near Times Square BRYant 0131

Wanted— A Business Writer

A monthly business magazine wants a staff man who can write first-class business stories, based on research and telling how business is establishing new standards and applying new methods.

He must know the principles of business and the way they are applied, especially the principles of merchandising and of bookkeeping and systematizing.

He must be a man who thinks in a straight line and in terms of the specific. He must know how to visualize a method and dramatize a situation. Every story he writes must contain "guts."

He must have confidence in himself, for he will meet and interview big men.

He must be willing to travel, for his work will take him to all parts of the country.

For a young man who has the necessary qualifications of imagination, resourcefulness and judgment, this job offers a real opportunity.

Address "C. T." Box 214, care of Printers' Ink.

maximum returns. Every effort should be made to eliminate waste. And then the plan should be followed out steadily and consistently and without any effort at pinching pennies.

"I don't claim to know an awful lot about advertising, as I have told you several times. But it certainly seems to me that the business concerns marking time in this respect right now or arbitrarily reducing well placed, properly planned advertising just because somebody has ordered a blanket reduction in expense is making a serious mistake."

Mr. Fletcher's view of the qualifications a business man must have so as to get credit at the bank is surprisingly like that of a number of modern-minded credit men for manufacturing and jobbing concerns—such as Edward M. Skinner, general manager of Wilson Brothers. The first qualification for a loan, of course, is ample security. From the very nature of things a bank cannot take chances.

"But," said Mr. Fletcher, "a man has got to go farther. The old idea of requiring a business man to have several dollars for every one that he borrows from you is not after all the big thing that is considered. He may have the dollars and still not get the loan even in normal times. The man himself, his ability, his appearance, the way he talks, his understanding of his business, his enthusiasm, yes, and even his belief in advertising—these all enter into the calculation more than a great many people believe."

Philadelphia Agency Obtains New Account

The Norman Sanitary Manufacturing Company, Philadelphia, has appointed the Oscar Rosier Advertising Agency, Inc., of that city, to handle its advertising. Space will be used in women's publications and business papers.

R. Loran Langdale, of the Maryland Advertising Company, Baltimore, has been appointed to the faculty of the School of Commerce of the University of Maryland as instructor of direct-mail advertising.

The Kansas City Journal

takes pleasure in announcing the appointment of

J. MORA BOYLE

as advertising director.

The Kansas City Journal

Established 1854

WALTER S. DICKEY, *Owner and Editor*

EDWIN O. SYMAN, *Business Manager*

The fastest growing newspaper in America.

ADVERTISING MANAGER

for a Manufacturing Organization - Assistant to Account Executive - Sales Promotion Work

☐ I have a position. What I want is a future—where I can look forward and see the reward years of development and service will bring.

☐ I have been Production Manager for one of the most active organizations in the country. Assistant Advertising Manager for another.

☐ I have served my time in advertising agencies—filled the desk of copy writer, contact man, planned campaigns. ☐ What I want is a place where I shall find an outlet for business energy, application, good sound common sense and experience. I do not expect a job to be made to order for me—I do expect

to grow into the job. ☐ I have not slipped into a rut—my best work is yet to be done. My experience includes work in technical, agricultural and general advertising. ☐ My choice would be a place where there is a lot of work to be taken from the shoulders of a busy Account Executive—a place as Assistant or Advertising Manager in a manufacturing organization—or work of any kind connected with Advertising and Sales Promotion. ☐ Age 28—university trained—single—friendly personality—healthy—bank account—willing to travel to or work in any city in the country—salary \$4000.

Address care of **PRINTERS' INK, Box Number 210**

The Best Territory for an
Old or a New Advertiser

NEW ENGLAND

Always Makes Good for Advertisers
When the Proposition Has Merit

You may begin with Maine and run down through the other six States, or begin with Connecticut and run up, or begin with Massachusetts and work out, but cover the local cities—and the results will be exceedingly good.

Here in New England is the highest ratio of skilled mechanics and skilled factory operators at the highest wages.

Here is great per capita wealth dominating ability to purchase what pleases them.

Here is offered an opportunity for the closely knit distribution of all classes of goods.

Here is selling economy owing to the cities and towns being close together, making it easier and cheaper to reach the dealer and put the goods on his shelf.

Here conditions are right for the marketing of goods from everywhere, but you should use the

Home Daily Newspapers

Read by every family every day and they are quick workers and rapid producers.

BURLINGTON, VT., FREE PRESS
Daily Circulation 10,552 A. B. C.
Population 22,779, with suburbs 40,000

MANCHESTER, N. H., UNION and LEADER
Daily Circulation 25,375 A. B. C.
Population 75,063, with suburbs 150,000

FITCHBURG, MASS., SENTINEL
Net Paid Circulation now 10,000
Population 41,013, with suburbs 150,000

LOWELL, MASS., COURIER-CITIZEN LEADER
Daily Circulation 19,889 P. O.
Population 112,759, with suburbs 150,000

LYNN, MASS., ITEM
Daily Cir. 15,504, A. B. C.—2c copy
Population 99,148, with suburbs 125,000

SALEM, MASS., NEWS
Daily Circulation 18,811 P. O.
Population 43,697, with suburbs 150,000

SPRINGFIELD, MASS., UNION
Daily Circulation 53,821 A. B. C.
Population 129,563, with suburbs 250,000

TAUNTON, MASS., DAILY GAZETTE
Daily Circulation 7,909 A. B. C.
Population 38,000, with suburbs 53,000

WORCESTER, MASS., TELEGRAM GAZETTE
Daily Circulation 75,158
Population 190,000, with suburbs 350,000

PAWTUCKET, R. I., TIMES
Net Paid Circulation 23,824 A. B. C.
Serves territory of 130,000

BRIDGEPORT, CT., POST-TELEGRAM
Daily Circulation 46,730 A. B. C.
Population 150,000, with suburbs 220,000

NEW HAVEN, CT., REGISTER
Daily and Sunday Cir. 31,681 P. O.
Population 165,000, with suburbs 225,000

NEW LONDON, CT., DAY (Evening)
Daily Cir. over 10,640 A. B. C.—3c copy
Population 25,688, with suburbs 60,000

WATERBURY, CT., REPUBLICAN
Daily 10,992 A.B.C.; Sun. 11,425 A.B.C.
Population 91,410, with suburbs 100,000

PORTLAND, ME., EXPRESS
Daily Circulation 24,300; Member A.B.C.
Population 69,169, with suburbs 75,000

EACH OF THE NEWSPAPERS here named is a power in its home community.

What Is the Press Agent's Future?

Addressing the Press Congress of the World at Honolulu, October 18, on "The Newspaper of Tomorrow," Herbert S. Bridgman, of the Brooklyn Standard Union, paid his respects to the press agent.

"Whether the newspaper of tomorrow will be emancipated from the press agent," he said, "the promoter and the syndicate, who work by ways that are dark and tricks that are vain, I dare not predict. Nor am I inclined to keep reading columns so straight that they lean backward. Many commercial and business enterprises often have substantial news value and genuine and general human interest to the community of which the newspaper is a factor. My objections are to the confidence man who pretends to control editorial opinion and to the meaner types of petty larceny which collects money for the space which the newspaper innocently and in good faith gives away.

"For all this deplorable and depressing situation and its consequences, however, I believe that the newspapers themselves, through poverty or carelessness, are responsible. Beware the Greeks bringing gifts, avoid 'flimsy' as the pestilence; go out and get your own business notes and news, and then no man will tell that he has a pull and that he can print anything in your columns."

Appointments by the "Feminine Review"

The Ebel Publishing Company, Chicago, publisher of the *Feminine Review*, has appointed Roy W. Macy advertising manager. Mr. Macy, until recently, was connected with *The Farm Journal* and, previous to that, he was circulation manager for the *Missouri Ruralist*, St. Louis.

Carl A. Schulenberg has been appointed special representative of this publication, to cover the St. Louis territory. Until recently he was with the Gardner Advertising Company.

Spanish Edition of "World's Work" to Be Discontinued

La Revista del Mundo, Spanish edition of *World's Work*, published by Doubleday, Page & Co., Garden City, N. Y., will discontinue publication with the November issue.

A. Eugene Bolles, who has been general manager of *La Revista del Mundo*, has resigned from the Doubleday, Page company. His plans have not been announced.

Co-operative Banks to Advertise

An advertising campaign to let the public realize the benefits of co-operative banks was voted at the last session of the Massachusetts Co-operative Bank League, held in Boston recently.

Merchandise Distribution from Portland, Me.

PORTLAND is the wholesale and distributing center of MAINE.

Portland's jobbers also supply parts of New Hampshire and Vermont.

More than One Hundred wholesalers located in Portland.

THE EVENING

EXPRESS

Maine's Largest Daily Circulation

SUNDAY

TELEGRAM

Maine's Largest Sunday Circulation

The Julius Mathews Special Agency
Boston—New York—Detroit—Chicago



We have a position
for an additional sales
representative.

He must have per-
sonality and ability.

Write us a letter—we
will treat it in con-
fidence.

HOWARD - GARFIELD - GRAY

*Advertising
Illustrators*

1103 KRESGE BUILDING, DETROIT

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. President and Secretary, J. I. ROMER. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS.

Chicago Office: Peoples Gas Building, 122 S. Michigan Blvd., KIRK TAYLOR, Manager.

Atlanta Office: 1004 Candler Building, GEO. M. KOHN, Manager.

St. Louis Office: Post Dispatch Building, A. D. MCKINNEY, Manager.

San Francisco Office: Examiner Building, W. R. BARANGER, Manager.

Canadian Office: Lumsden Bldg., Toronto, A. J. DENNE, Manager.

London Office: 233 High Holborn, W. S. CRAWFORD, Manager.

Paris Office: 31bis Faubourg Montmartre, JEAN H. FULGERAS, Manager.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign Postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$100; half page, \$50; quarter page, \$25; one inch, minimum \$7.70. Classified 55 cents a line, Minimum order \$2.75.

JOHN IRVING ROMER, Editor
FREDERICK C. KENDALL, Managing Editor
JOHN ALLEN MURPHY, Associate Editor
ROY DICKINSON, Associate Editor
R. W. PALMER, News Editor

EDITORIAL STAFF:

Roland Cole Albert E. Haase
Roy W. Johnson Edward T. Tandy
C. B. Larrabee E. B. Weiss

Chicago: G. A. Nichols
London: Thomas Russell

NEW YORK, OCTOBER 27, 1921

Quick Readjustments in Advertising

Something is always happening to disturb the even tenor of our business lives. If it isn't war, it is inflation. Then comes a buyers' strike, followed by deflation. When the depression has run its course, we are threatened with a nation-wide railroad strike.

Yet, withal, those concerns that keep their sales and advertising policies adjusted to ever-changing conditions manage to get by. A merchandising policy should not be a fixed and unalterable thing. It should be kept reasonably pliable, so that it can be quickly moulded to suit any new situation.

Take consignment selling. Normally, consigning goods is not regarded as advisable, but under present conditions it might be a

desirable practice. A clock manufacturer recently traced his poor business to the hand-to-mouth buying policy of retailers. Merchants bought minimum quantities of everything. They ordered only a half dozen clocks at a time. As a result, they had so few clocks on hand that a poor impression was made on the consumer. A woman who wishes to purchase a good clock isn't going to make her selection from an illy-assorted stock. While she may be ready to buy she is going to postpone the act until she finds a varied line to pick from. This manufacturer found that the only way he could get a decent assortment into many dealers' hands was to ship them on consignment. As soon as this was done business began to pick up.

Another example may be found in the experience of the California Walnut Growers' Association. There is much to be said in favor of selling f. o. b. the shipping point. That is the rule of numerous concerns. Yet last year the walnut folks were able to market their large tonnage on an advancing market, while general food prices were declining, simply because they had the nerve to assume all the burden of distribution. The association adopted the delivered sales system, let the jobber buy hand-to-mouth and put out a strong advertising campaign on the consumer, so that the trade would continue buying. Rising to the emergency saved the situation, turning a scared market into a bullish one. The same policy will be continued this year.

In nearly every case the articles now appearing in PRINTERS' INK tell stories of that sort. Concerns that are pushing ahead today are not afraid to be unconventional in their methods, if conditions seem to demand it.

The Increasing Value of Good-Will

In an address before the American Institute of Accountants on the "Valuation of Good-Will," Herbert C. Freeman asserts that "having in view the stability and apparent permanence of good-

will values established under modern business conditions," the old theory that the value of good-will is equal to the purchase of five years' net profits no longer applies. Conditions have so changed, he declares, that the extension of this multiple to eight, and in some cases even to ten years' profits, is fully justified, in connection with concerns that are "dealing on a national or an international scale in commodities of a staple character."

There can be no doubt, we think, as to the increase in the relative value of good-will as an asset during the past decade or two. But the qualification contained in the clause last quoted is specious. The physical extent of a concern's business is not the test of good-will, but the extent to which it is known and recognized by the consuming public. The good-will of the Wrigley company, for example, is worth much more than that of an hypothetical concern earning the same annual net profits and covering as broad an extent of territory, but whose name and trade-mark are unknown to the ultimate users of the goods. What the accountant often fails to appreciate is the fact that good-will does not reside within the business, but outside it—in the minds of the people. It is inseparable from the business, true, but it is not a part of it in any physical sense.

The fact that good-will, in many instances today, is equal to eight or even ten times the normal annual profits is due to the increased use of advertising to extend the knowledge of a business beyond its immediate market. The active good-will of those who have used the product is increased by the latent good-will (so to speak) of those who are daily coming into the market. The two million couples who were married in 1920, for example, immediately found themselves in the market for dozens of commodities which they never had bought before, and they bought the goods they had been told about in advance. That is only one illustration out of hundreds. The minds of the people

are being reached before the need for the goods manifests itself.

Sooner or later, the accountant will be obliged to begin to take advertising seriously, and to provide some method of measuring its effects. It will not prove an easy job, we fancy, and it will doubtless not jibe with the accountant's prejudice in favor of tangibles. But no true idea of actual conditions can be arrived at so long as this enormous business force is left out of account.

Short-sighted Merchandising of Longer Skirts

According to recent newspaper reports inspired by the men who create fashions at Paris, something serious is about to happen. Skirts are going to be longer. In spite of the apparent popularity of the short skirt, they are again to drag on the ground. In thus threatening to take some of the joy out of life, these Parisians assert that they are doing a great thing for the United States. They figure that 20,000,000 women this winter and spring will need an additional yard and a half of cloth each, of wool, silk or cotton. They state that this will mean an additional \$50,000,000 to the business world. In textile mills and women's wear establishments they say there will have to be 20,000,000 extra employees, a figure which seems slightly exaggerated when compared with the money involved.

All this sounds extremely interesting and fine, except when it is analyzed from the consumer's standpoint. The following sentence in the press report indicates what this will mean: "A million gowns and suits, if women keep in style, will have to be scrapped a season ahead of time." There comes the rub. At a time when most concerns are trying their level best to work in with the public demand that products of all kinds give service, when firms like the U. S. Rubber Co., and other big merchandisers, are maintaining expensive departments to show their customers how to get longer and better use out of the products which they sell, this

industry is seriously advising women to "scrap" clothes in good condition merely because they do not conform to a decree formulated by the dressmakers in Paris. At a time when every effort is being made by men at the head of big industries to eliminate waste, this sounds like a short-sighted merchandising policy.

The vagaries of style and the quick shifts in what the women will wear has seldom been a sound basis on which to build a stable industry. It is our feeling that neither women nor men generally are scrapping much of anything right now. It looks as though those 20,000,000 extra employees, and the \$50,000,000 extra money is a brilliant example of the wish being father to the thought. If the decree stands it seems reasonable to believe that rather than any scrapping there will be a search around the house for bias folds of velvet and odd pieces of fur to turn the short skirt into a slightly longer one.

Yet as every male has always said, "Nobody can tell what a woman will do," perhaps these Parisians will get away with their plan to sell more merchandise by issuing an imperial ukase. But it scarcely seems like good economics to encourage waste in this particular field which takes so much of the family budget at a time when almost everybody is searching so earnestly to eliminate it.

Advertising Progress and Peak Achievements

To our notion, the most interesting thing about the findings of the Federated Engineering Societies is their report that the waste and inefficiency and backwardness in business is due to the failure of both individuals and companies to bring their achievements up to the average in their line. There is a truth of tremendous significance.

It will be recalled that this body was organized about a year ago, with Herbert Hoover as its first president and its guiding spirit. Its object is to seek remedies

for the wastes of industry. It has made some recommendations which appear to be impractical, but few will be disposed to question the wisdom of its method of investigation. It sought no theoretical standard of performance, but has regarded industrial waste "as that part of the material, time and human effort expended in production represented by the difference between the average attainments on one hand and performance actually attained on the other as revealed by detailed reports."

The committee found that as far as it went "simply by bringing all performance up to the level of the most approved practice," as the National City Bank phrases it, "and by increased co-ordination and co-operation, the efficiency of the industries might be approximately doubled."

PRINTERS' INK, in its humble way, has been saying something like that for years. Progress takes place when a concern or an industry achieves more than the average. Likewise retrogression sets in when it achieves less than the average. Our editorial mission, as we see it, is to chronicle peak achievements of a sales and advertising nature.

If Johnson & Johnson discover how to use advertising to dignify the business of their dealers it is a peak accomplishment. Other manufacturers could improve their position by bringing their own attainments up to this altitude accomplishment. When the United States Rubber Co. hit a new high light in service advertising, that is another peak. There is a chance for others to follow suit. When the Vanity Fair Silk Mills originate a new kind of sample room, they have shot above the average and thereby achieved something worth recording. When the California Associated Raisin Co. daringly makes its advertising break the buyers' strike, we have a "peak" worth telling about. And so on.

The leaders in every industry who achieve "peaks" set the pace for others to follow. If they are followed, we need not worry about advertising retrogression.

IMPERISHABLE RAG PAPER



MODERN newspapers in the New York Public Library are preserved by means of a tissue paper envelope for each leaf. The wood pulp paper makes them highly perishable.

Newspapers of sixty years ago or more cause no trouble. They are as good now as when first printed. Even newspapers were printed on all-rag papers in those days. Not even a tissue paper envelope will enable the wood pulp newspaper to last as long as the all-rag newspapers.

CRANE'S Bond is something better even than all-rag—and that is all new rag.

100% selected new rag stock

120 years' experience

Bank notes of 22 countries

Paper money of 438,000,000 people

Government bonds of 18 nations

Crane's

BUSINESS PAPERS

WHAT IS AN IDEA WORTH?

40 to 50 unusual window display ideas in each issue of **WINDOW DISPLAY REPORTER**.

Nothing rehashed, all up-to-the-minute reports from coast-to-coast correspondents.

Know what progressive stores are doing.

No. 1 out soon, \$1.00.

Ernest A. Dench,

Emmons Avenue

Sheepshead Bay New York

AN AGENCY WANTS A COMER

An advertising agency of the Middle West, widely known, which has grown by slow but consistent strides, desires a man who is first and foremost a capable, efficient and sure-fire inside production man who knows type, the preparation of schedules, layouts, has capacity to order engravings; who can write copy of a fine order; who, besides these requisites, could be taken by his associate, the president of the organization, into conference in the solicitation of business through his superior personality.

To such a man we offer a goodly salary at the start, with opportunity to participate in the profits of the business, which, in spite of present conditions, are slowly ascending. The only individual with whom this man would be obliged to consult would be the president. There will be much opportunity for creative and constructive work.

The agency needs no financial investment and the man need not bring accounts with him, although control of one or more accounts would naturally be an added asset. We want a young man not over thirty-five and not under thirty. This man probably is employed at the present time. Obviously, all information will be held strictly confidential and positively will not be divulged.

Address "G. E.," Box 217. P. I.

Why Canada Invites American Manufacturers

"Canada enjoys the distinction of being the natural point of contact between Great Britain and the United States and, as such, the medium through which the soul of Great Britain may be best interpreted to the people of the United States, and *vice versa*. And since a man's heart is said to be where his treasure is, a Canadian is not entirely selfish, nor is he lacking in altruism and good citizenship when he extends to the United States manufacturer an invitation to be among the first of those who will come over and help us develop the vast resources of the Dominion and share in the prosperity which must result in that development.

"I am one of those who believe that the rapid expansion of trade between those two countries is as natural and as certain as the action of the tide. We have seen that in 1920 a business of nearly one and a half billions of dollars, or more than one-half of Canada's total trade, was with the United States. Your Fordney tariff bill has resulted in a tremendous reduction in this trade during 1921. But tariff legislation, changes in government, and all such factors are only passing phases, and sooner or later the laws of economics will correct any human attempts to direct trade into other than that natural channel."—Clifford Elvins, advertising manager of The Imperial Life Assurance Company of Canada, before the Hartford Advertising Club on October 24.

Early Acquaintance with "Printers' Ink"

THE BYRON G. MOON COMPANY, INC.
TROY, N. Y., October 17, 1921.

Editor of **PRINTERS' INK**:

Since you advocate widened markets we thought you would be interested in hearing how we are extending your audience. (Silent members just now, but they do grow up.)

Our surplus copies of **PRINTERS' INK**, after circulating through the office, are turned over to the Business English class of the Troy High School. The pupils use them for reading reports and topics for oral compositions. The teacher, Miss Capron, says she finds **PRINTERS' INK** particularly valuable for giving a business atmosphere to the recitation.

THE BYRON G. MOON COMPANY, INC.

SPECIAL FORMS AND BOOKS

We specialize in making specially ruled and printed forms, systems, duplicating and bound books, loose-leaf ledgers and binders.

Good work, careful attention to details; deliveries when promised; reasonable prices.

Send for our representative before placing your next order.

PEERLESS MANIFOLD BOOK CO.
10 Barclay St., New York. Phone Barclay 4483.

An Opportunity in France. Secure a New Market Economically

IN NO country is a national advertising campaign so easily and efficaciously launched as in France, and it may be added, so economically. This is due to the fact that advertisers using the five leading Paris newspapers, whose total circulation is over 5,000,000 reach every corner of the country. In France distances are short and early in the day the provincial reader finds the Paris editions on sale at local newsstands. Paris papers in a number of instances have a larger daily circulation in certain provincial cities than local newspapers. The five papers whose names follow have on their records the names of twenty-two of the most important American Advertisers who have opened campaigns in France. These firms have secured results and are successful. Why not *you*?

No list of advertising media in France is a GOOD list unless headed by Le Journal, Le Matin, Le Petit Parisien, Le Petit Journal and l'Echo de Paris.

The French Periodical and

The following list of periodicals has given full satisfaction to advertisers, some of whom have used their pages for a score of years. The publicity of the leading European advertisers will be found in these publications. American advertisers in France (names on demand) will testify as to the result getting qualities of these periodicals.

LES ANNALES POLITIQUES ET LITTERAIRES. Weekly, 165,000 circulation. High grade home weekly and one of best advertising mediums in France.

CONFERENCIA. Bi-monthly, 42,000 circulation, literary review, read mostly by young women.

LECTURES POUR TOUS. Monthly, 150,000 circulation. Popular magazine. Oldest and best known in France.

ALMANACH HACHETTE. Annual publication of general information. Over 300,000 circulation. Comes before the readers' eyes throughout the whole year and is therefore an advertising medium of exceptional value.

LA MODE PRATIQUE. Weekly, 45,000 circulation. Fashion paper. Read by well-to-do women of the middle class.

MANUEL GENERAL DE L'INSTRUCTION PRIMAIRE. Weekly, 75,000 circulation. The professional paper of the teachers in the French Schools throughout the country.

JOURNAL DES DEMOISELLES. Monthly, 10,000 circulation. Read exclusively by very young women.

JARDINS & BASSE-COURS. Monthly, 35,000 circulation. The paper read by those living in the country and interested in gardening, poultry raising, etc.

VIE A LA CAMPAGNE. 18 editions yearly, 30,000 circulation. Corresponds to "Country Life" and is the high grade paper of gentlemen farmers, wealthy farmers and breeders.

and Illustrated Press

AGRICULTURE ET ELEVAGE. Monthly, 40,000 circulation. Another farm paper but scientific and technical. Read all over agricultural France.

ELEGANCES PARISIENNES. Monthly, 10,000 circulation. A very high class fashion paper. Is the announcer of advanced fashion and is read by all those interested in coming styles.

LISONS. Monthly literary magazine, 220,000 circulation. Well illustrated, this magazine has secured the encouragements of the leading French advertisers.

FEMINA. Monthly, 100,000 circulation. Is the ideal French fashion paper. Has a high grade clientele among women of the better and wealthier class. If the French woman must be reached, it is through Femina.

AGENDA FEMINA. Annual publication, 50,000 circulation. Is a small encyclopedia of Fashion exclusively read by women.

JE SAIS TOUT. Monthly. Illustrated magazine, 110,000 circulation. The typical French magazine. Has a larger following among advertisers than any other publication of its kind.

VIE AU GRAND AIR. Monthly, 35,000 circulation. A high class illustrated paper devoted entirely to sports and outdoor life. Has exceptionally high grade readers.

REVUE DES DEUX MONDES. 29,000 circulation, bi-monthly literary review. The oldest in France and one of the best publications to reach the intellectual and educated classes.

LA REVUE DE FRANCE. Bi-monthly, 16,000 circulation. A young magazine devoted to arts and literature. Has among its contributors the very best French authors.

NOS LOISIRS. Monthly women's and home magazine. 25,000 circulation.

EXCELSIOR. The only illustrated daily paper in France. Has a very wide circulation among the wealthier families and specially the women. Excelsior has carried for years the copy of the leading foreign advertisers in France. It is a quick, sure result producer.

For all data and prices and further information write to the "Société Nouvelle de Publicité," 11 Boulevard des Italiens, Paris, France, or any French advertising agency.

The Provincial Press of France

A SCORE of wide awake American Manufacturers having established branches in France are slowly but surely getting a firm hold on the market for their respective articles. ALL of them are advertising and the papers named below have been instrumental in securing the French buyers' confidence in their products. The Provincial Press of France is the direct means of reaching 36,000,000 new users of whatever you may have to sell in Europe.

Besançon	Petit Comtois	Dijon	Bien Public
Bourges	Dépêche	Grenoble	Petit Dauphinois
Brest	Dépêche	Le Havre	Petit Havre
Charleville	Petit Ardennais	Le Mans	Sarthe & Echo
Cherbourg	Réveil	Nantes	Echo
Clermont-Ferrand	Moniteur	Toulon	Petit Var
Dijon	Progrès	Troyes	Petit Troyen
Bordeaux	Petite Gironde	Lille	Dépêche
Limoges	Courrier	Lyon	Nouvelliste
Marseille	Pt Marseillais	Marseille	Pt Provençal
Montpellier	Pt Méridional	Montpellier	Eclair
Nice	Eclaireur	Nice	Petit Niçois
St. Etienne	Tribune		

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La Croix du Nord of Lille

The paper most widely read in the North of France. Advertise in La Croix and reach business men and manufacturers in the liberated regions.

L'Est Republicain of Nancy

is the only newspaper through which advertisers may reach readers in the eastern part of France. Advertisements received through all agencies.

LA LIBERTÉ OF BORDEAUX

In a city where Americans and American goods have been especially appreciated during the war, La Liberté has been the daily newspaper most used by American advertisers to reach French buyers.

Absolutely independent of political factions, La Liberté appeals to and is read by the masses.

IN BORDEAUX

LA FRANCE

is the home newspaper

Every American advertiser in France uses this newspaper, which is considered as the best to cover the southwestern part of the country.

L'Express du Midi of Toulouse

You cannot reach the 300,000 families of the Toulouse region if you do not advertise in L'Express du Midi.

L'Ouest-Eclair of Rennes

Covers the whole of the western part of France: 14 departments, circulation 225,000 daily.

La Dépêche de Tours

Ask any member of the A. E. F. if he knows Tours. He will and he'll also know that every Frenchman in that region reads La Dépêche. That should be proof enough for you, Mr. Advertiser.

THE MOST CERTAIN RESULTS
through advertising in the center and southeast of France are obtained by means of the

LYON REPUBLICAIN

of Lyons

Founded in 1878, this newspaper has a circulation of 200,000 copies daily.

Lyons address: 6, rue Childebert.
Paris office: 2, rue des Colonnes.

Le PHARE de la LOIRE of Nantes

Published for 104 years

The leading daily in the West of France. No campaign in France is a National campaign without Le Phare de la Loire.

Le POPULAIRE of Nantes

The inhabitants of Brittany who received over 1,000,000 American soldiers during the war and appreciated American goods, all read

Le POPULAIRE

L'OUEST of Angers

40,000 French families read L'Ouest each day. This fact alone should interest all prospective American advertisers in France. Rates from any French Advertising Agent.

JOURNAL de ROUEN

For long months Rouen was transformed into an American city. Americans and American goods were appreciated there. Advertise your products in Rouen, where there is already a market for them.

The Most Important
Provincial daily paper in
France is

La Dépêche

of Toulouse

(52nd year)

Paris office: 4 Faubourg
Montmartre

This paper covers one-third of France and is indispensable to all advertisers. Talk to over a million of the better class French through La Dépêche.

Le Progrès

OF LYONS

Daily Republican
Newspaper

Founded in 1859

Read in 26 departments
of France

Rhône, Isère, Ain, Savoie, Loire,
Saône et Loire, Drôme, Ardèche,
Haute-Savoie, Gard, Vaucluse,
Bouches du Rhône, etc.

Advertisements received at
the Paris office, 21 rue de la
Sourdrière, and at Lyons,
85 rue de la République;
also through all advertising
agencies.

Tell Your Story to the Women of France

through the advertising
columns of

LE PETIT

Echo de la Mode

Illustrated Fashion Weekly
Circulation 775,000

The best pulling publication
of its kind in Europe. Ask
any American advertiser
abroad.

The French Religious Press

LA CROIX

Catholic Daily
Newspaper

Circulation: 230,000

LE PELERIN

Illustrated Weekly

Circulation: 550,000

Read exclusively in Cath-
olic circles, these two
publications are two of
the best media through
which the better class
women of France may be
reached.

Only One Evening
Paper in Paris Reaches
the Masses

l'Intransigeant

400,000 copies daily

The largest circulation
of any evening paper in
Continental Europe. If
you contemplate a cam-
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l'Intransigeant is on the
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Vermont Farmers Sell Maple Syrup by Mail

Farmers in the Vermont maple sugar and syrup district, who have been hard hit by deflation, causing syrup that cost \$1.75 a gallon to produce to sell at 60 to 75 cents, have been helped considerably by a bank in marketing their product. *The Wall Street Journal*, in telling of how the farmers were relieved, says:

"With no aim to make anything, the only item that could be considered a profit being its interest on maple syrup loans, a national bank of St. Albans, Vt., organized a plan to move the locally produced syrup and sugar.

"Farmers received loans of 75 cents per gallon on syrup deposited in warehouse space donated by a local merchant. A mail-order campaign was instituted among bankers and insurance employees in New England and other territory. Much interest was aroused and orders came from distant States. Syrup was offered at \$1.50 to \$2.25 a gallon, according to grade, and some was bought and retailed by middlemen.

"About 20,000 gallons of syrup and a quantity of maple sugar have been sold and show a net profit to the farmer."

Nations Urged to Advertise as Strife Preventive

At a meeting of the Press Congress of the World, in session at Honolulu, Riley Allen, editor of the *Honolulu Star-Bulletin*, urged that governments turn to paid advertising, rather than to military armaments, as a means of preventing strife. He declared newspapers should not be asked or expected to fill their columns with propaganda, but that "a year's campaign of advertising, conducted by the governments of the world, would be more effective than a fleet of battle cruisers in the cause of peace," and would cost less.

Woolworth September Sales Up

The September sales for F. W. Woolworth & Company totaled \$11,326,709, as compared with \$10,954,363 for September, 1920, an increase of 3.4 per cent. The total amount of business done for the entire nine months of 1921 is \$95,947,058, against \$93,717,016 for the first nine months of 1920, an increase of 2.38 per cent.

Leaves Baker-Vawter Company

R. Calvert Haws has resigned as advertising manager of the Baker-Vawter Company, Benton Harbor, Mich. He has not announced his future plans.

Mace Agency Adds to Staff

N. V. Balance has been added to the staff of the Mace Advertising Agency, of Peoria, Ill., as contact man to cover Central Illinois.

The Most Parisian of Paris Papers

l'Œuvre

is indispensable to a well planned advertising campaign in France.

180,000 Daily Circulation
and
Still Growing

MR. JEAN H. FULGERAS

Managing Director of the
Cie de Publicite Internationale
31 bis Faubourg, Montmartre,
Paris, France

is in New York for a short stay and is making his headquarters at the offices of Smith, Sturgis & Moore, Inc., 1463 Broadway. Mr. Fulgeras is available to American firms desiring accurate information on advertising and selling possibilities in France. His intimate knowledge of selling conditions has enabled him to secure sales representation and agents for many nationally known United States firms.

The Little Schoolmaster's Classroom

A MILL in the South, manufacturing the denim from which overalls are made, has decided that despite the fact that most of its output is automatically sold to concerns producing overalls and work clothes of various kinds, its sales could be made much larger if certain things are done—in an advertising way.

The denim is to be given a trade-mark name and advertised in consumer publications.

A campaign has been started with this objective in mind.

But the appeal is not to men—the wearer of overalls—but to the wives of these men.

"You are a woman," is the copy appeal. "You can't be fooled when it comes to fabrics. It is inherent in you to tell the good from the bad, the worthy from the unworthy. But men can't make these fine distinctions. They are very easily fooled."

"The next time Jim buys a pair of overalls, go with him. Tell him to allow you to make the purchase. And insist that these overalls are made from this trade-marked brand of denim—the finest on the market."

Not one line of the copy is to the wearer of the garments.

In the meanwhile, it is expected that the campaign will swing some overall manufacturers into line who have not heretofore been on the books.

While on a recent trip to Canada, the Schoolmaster noted, with some surprise, that the Ford automobile is advertised in the Dominion quite extensively and with an elaboration of illustrative effects that has never been attempted in the States. In brief, Ford advertising in Canada goes in for all of the things that are not to be found in the limited Ford campaigns here.

Art embellishment reaches a high grade of excellence with much that is on a par with the

best of the American automobile campaigns. And with winter approaching a novel idea has been adopted that certainly has its good points.

Men are told that their heavier cars are not suited to wintry snows. Put up the large car and buy a Ford Sedan, which is constructed to go where other cars might balk on a snowy day—and the Sedan is snugly comfortable.

In a special campaign in women's publications the copy runs, in part: "You have more need of a car in the winter months than at any other time, but the big touring car that was such a source of pleasure when the weather was fine is poorly adapted for winter driving. Why not suggest to your husband that he lay it up for the winter and purchase a Ford Sedan—a car you yourself can drive with perfect safety when the roads and weather conditions are bad?"

* * *

Now that vacations are over and we have all buckled down to work again, the Schoolmaster recalls the pleasant visit he had among the advertising men of the Pacific Coast. Of all the jollifications he attended there was none that interested him more, or carried more practical lessons in advertising, than the annual Ad-Masque of the Oakland Advertising Club.

No other State, probably, owes so much to advertising as California, because no other State has been so well advertised. It was this fact that formed the basis for the pageant in the Municipal Auditorium at Oakland. An allegorical dance was presented, portraying California as a Sleeping Beauty, early awakened by Prince Publicity, who told the world of her manifold charms and attractions by the aid of various advertising mediums. The scene, with its colored lights, orchestral music and dancing fairies, imps, gnomes and symbolic figures will

Phenomenal?

Within the span of six years, this agency has progressed from insignificance to a position of national importance. Its growth has been steady and swift. This evolution has been referred to by some as "phenomenal"—especially when the competitive conditions of the past year have only accelerated the Cross Company's rate of progress.

But this success merely demonstrates what a unified body of highly trained, intensely practical men can accomplish when determined to render service of the highest character.

Write for these booklets:

"How to Judge an Advertising Agency"

*"Points on Merchandising Advertised Products
Through Department Stores"*

*"Merchandising Advertised Products
Through Drug Stores"*

J.H. CROSS CO.

General Advertising Agents

214 South Twelfth Street - Philadelphia, Pa.

Member
American Association
Advertising Agencies

Members
National Outdoor Advtg. Bureau
Audit Bureau of Circulations

MAXWELL SERVICE BUREAU

By the HOUR, DAY, WEEK.
Gives you SPECIALIZED
Talent for SALES PROMOTION
In All Such Problems as

**SLOGANS, CORRESPONDENCE,
TRADE-MARKS, SKETCHING,
SPECIAL COPY, LAY-OUTS,
DIRECT-MAIL-AIDS.**
Color Printing Suggestions.
**MERCHANDISING
RETAILING**

EFFECTIVE—ECONOMICAL

MAXWELL SERVICE

P. O. Box 113. Baltimore, Md.

HERBERT H. GILES



Handkerchief Folding

Comparative Cost Data
Machine vs. Hand Labor

Send for your copy free

105 WEST 40th STREET, N. Y.

Advertising Illustrators

BUILDING MATERIALS

A MAGAZINE FOR THE DEALER

AT

NEW TELERAD
BUILDING
DEPT. 101

REACHES
10,000
RETAIL DEALERS
BUILDING SUPPLIES
TRADING FIRM

A
MAGAZINE OF PUSH, PEPPER & PURPOSE

remain vivid in the memory of those who saw it for many a long day.

Perhaps the most striking display of the entire evening was that supplied by the local telephone company. Ten huge telephone poles, twenty feet high, with cross-arms all complete, marched solemnly in, preceded by a young lady who was costumed to portray a telephone instrument, and followed by a globe six feet in diameter, representing the world. Animated legs protruded from beneath the Southern Hemisphere and a high hat was set jauntily on the North Pole. The twenty-foot telephone poles were somewhat expanded at the base, and within these enlarged sections the bearers were concealed, so that only their legs were visible, moving rhythmically as the poles advanced into the auditorium.

The grotesque living telephone poles bowed in unison as Prince Publicity presented his advertising mediums to Princess California. Then the poles took up positions with the animated telephone at one end of the line and the world at the other end; and Prince Publicity told the world by telephone about the delights and charms of California—the erstwhile Sleeping Beauty, who, however, was by this time thoroughly awake to the advantages of advertising. After the Prince had delivered a speech over the long-distance line, telling of the climate, minerals, forests and beau-

I want an opportunity to sell 15 years' experience. Let me prove I can sell good merchandise by selling my services. Have been salesman and sales manager. Am available only for a business which is a leader in its field and where I may develop into a permanent factor in the organization.

Address N. B. M., Box 213, Printers' Ink, New York City.

Sherbow's Type Charts for Advertising were \$96—now **\$48**

or in ten monthly payments of \$5.25 each



\$70,000 worth of Sherbow's Type Charts for Advertising have been bought at \$96 the set by advertising agencies, manufacturers, merchants, printers, publishers, etc., etc., from Maine to California

Send for a set on ten days' free trial—no obligation of any sort

BENJAMIN SHERBOW 50 UNION SQUARE
NEW YORK



USE our motor lists and statistical data service on automobiles, trucks and motorcycles for analysis of your distribution possibilities and for direct advertising.

Lists are arranged by towns and counties and by individual makes when desired. Also complete lists of supply dealers, garages, auto dealers, Ford dealers, storage battery stations, etc.

Get a copy of our new booklet with figures by states, and other valuable information. Free. Write for it.

MOTOR LIST COMPANY

MARTIN TUTTLE, Pres.

409 Grand Ave.

Des Moines, Iowa

Branches: CLEVELAND
PHILADELPHIA

DETROIT
NEWARK

SCREEN ADVERTISING

The motion picture screen, with an audience of over 50,000,000, is one of the most powerful factors in our national life to-day.

National advertisers can reach a large part of this audience at less cost and on the same basis of space and circulation as regular newspaper and magazine campaigns are figured.

We will be glad to send a representative to explain our plan.

PICTURE TRADING CORPORATION

1402 Broadway, New York

ties of the Golden State, the telephone, the poles, the world and a herald bearing the telephone company's trade-mark emblem, paraded about the auditorium in a procession that formed a fitting finale to one of the most original advertising pageants that the Schoolmaster has ever seen.

* * *

A salesman on the road has devised, for his own use, a novelty business card, quite unlike anything the Schoolmaster has ever seen. While there is a just aversion to anything but conservatism in personal or house cards, this idea is ingenious enough to validate it.

Just prior to going on the road, the salesman looked up a series of timely, pertinent business paragraphs of the optimistic kind, yet founded on fact and voiced by authoritative men of affairs.

These paragraphs told the brighter side of conditions and emphasized the recovery of business in general. They were printed in small, neat type, on the back of the cards—a set of each.

When calling on a customer, the cards were handed out in the ordinary way, now one, now the other.

It soon developed that because of the character of the little business messages, people were rather pleased to receive them and retained them for quoting purposes. Optimism is always welcome, particularly when it is put in the language and with the authority of big men.

* * *

REPRESENTATIVE WANTED!

Excellent opportunity for a good, experienced man, as Detroit representative for a well-established automobile journal. Must be thoroughly experienced in selling advertising space, and acquainted with the prominent advertising agencies of Detroit, Cleveland, Toledo, and surrounding territory. State full particulars of your experience, remuneration expected, etc.; strictly confidential.

Address R. W., Box 128, PRINTERS' INK

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An idea that the Schoolmaster has always advocated will soon become an actuality—namely, the handling of an important theatrical production's advertising by an advertising agency—handled as any product or problem might be handled, professionally.

And why not? Some of these elaborate "shows" cost a mint of money. It is not unusual for them to run to fifty or a hundred thousand dollars before the curtain is raised.

Would it not seem expedient to give them the same chance that is extended to a commodity? Let the public know about the performance, as told in the language of the experienced advertising man.

In this case an exquisite play, unusually popular seven or eight years ago, is to be set to music. Its settings will be very fine; its singers chosen from among the best. The investment is strikingly heavy.

An advertising agency will produce the advertising material. First will come a "consumer booklet," in full color, beautifully printed, telling the story of the play.

Then an entirely new type of newspaper and magazine advertising will appear, illustrated by a well-known artist.

The experiment will be watched by the Schoolmaster and by theatrical producers with unusual interest.

The September, 1921, sales of the American Wholesale Corporation, Baltimore, \$4,276,240, have increased 27.8 per cent over the sales in September, 1920, \$3,344,654.

American Lumberman

Est. 1873.

Chicago

The Largest Paid
Circulation in the
Lumber Field.

MEMBER A.B.C.

WANTED

By an established national magazine, advertising representation east of State of Ohio, from Canada to the Gulf.

Prefer large organization with prestige among advertisers and agencies having offices in New York, Boston and principal Eastern cities.

Give full details first letter.

"Publisher," Box 216, Printers' Ink.



Between the covers of THE MAILBAG

There are, each month, from six to twelve timely, imaginative, real-life articles vitally interesting to the reader who uses or needs Direct Mail Advertising. You can have the benefit of others' experience.

Subscription: \$2.00 per Yr.

MAILBAG PUBLISHING CO. 1200 11th W. 9th St., Cleveland

Standard Remedies

440 S. Dearborn Street,
Chicago, Ill., reaches 2,112
of the 2,468 manufacturers of

Proprietary Medicines

WHAT IS YOUR PROBLEM?

ASK The Search-Light

Anything You Want to Know

A Special Service Organization—Founded in 1895

Investigators, Researchers, Statisticians,

Writers, Illustrators, Editors,

A Library Comprising Millions of Records,

Clippings and Pictures.

EGBERT GILLISS HANDY

Founder-President and Executive Chairman.

Francis Trevelyan Miller, L.L.D., Litt.D.

450 Fourth Avenue, New York. [Editor-in-Chief]

THAT AD-MEDIUM MARVELOUS

The Billboard

AMERICA'S LEADING WEEKLY THEATRICAL DIGEST

NEW YORK
1493 Broadway

ASK THE ACTOR

CHICAGO
35 So. Dearborn St.

Direct Mail Advertising

reduces cost of selling. **POSTAGE MAGAZINE**—published monthly—tells how to write Sales-Producing Letters, Circulars, Booklets, House Magazines. Send \$2.00 for 12 months' subscription.

POSTAGE, 18 E. 18th St., N. Y.

Currier

Everett Currier Limited
27 E. 31st New York, M. S. 88pt
Layout, typography & fine printing of
booklets, advts., &c., with style and
character, in our own plant

Learn Engraving and Printing



"Commercial Engraving and Printing" (850 pages; over 1500 illustrations) tells how to prepare copy; how to choose method of reproduction, paper, plates, color harmonies, and hundreds of helpful suggestions. Supplies a working knowledge and means of reference for 35 related subjects. Write for prospectus, approval offer and payment plan.

Commercial Engraving Pub. Co.
Dept. CV, Indianapolis, Ind.

THE PICHEY DATA SERVICE

You can prove you know the facts on sales, advertising and business conditions with these convenient pocket data sheets. October bulletin and literature sent free.

THE RICHEY DATA SERVICE
P.O. Box 400, Marion, La. 71364, Indianapolis, U.S.A.



Howell Cuts
for house organs
direct mail and other advertising
ask for proofs

Charles F. Howell, 305 Fifth Ave., New York

Reduced Prices for Better Printing

Best Printing—Best Service	Catalogs at Low Prices
1000 Printed Booklets 10¢ each	1000 Catalogs 6¢ 9¢ up from .25¢
1000 Printed Circulars 15¢ each	1000 Catalogs 12¢ 15¢ up from .50¢
1000 Printed Envelopes 4¢ 5¢ up from 6.75¢	1000 4-Page Booklets 2¢ 1/4¢ up from .25¢
1000 Printed Cards 2¢ each	1000 4-Page Booklets 4¢ 5¢ up from .35¢
1000 Printed Billboards 15¢ each	1000 4-Page Booklets 6¢ 7¢ up from .40¢
1000 Printed Stationery 15¢ each	
SAMPLES FREE	SAMPLES FREE

E. FANTUS CO., 325 S. Dearborn St. CHICAGO

Getting the Boss' Okay for the House-Organ

"Sometimes you find a house-organ going dusty and an editor lonely, yet a king. All kings are getting rather out of date, and the house-organ king is right in line with current changes.

"Why is this?

"Responsibility fosters interest. If the boss is interested, the house-organ is interesting. When its editor has all the say he soon says it all.

"Why not go to the biggest man in the business and remark: 'I'll take care of the illustrations, the proof and the general run of things, but every issue of this thing must be O. K.'d to keep it in line with house policy,' and put the dummy up to the boss. I maintain that a proof is more interesting to a man who creates anything than the finest finished product you ever saw. When such a man O. K.'s your proof he becomes identified with the book. His policies do not fail—he won't let them—and you will come out of your corner into the sun and grow."—J. W. Longnecker, of The Hartford Fire Insurance, in an address before the Direct Mail Advertising Association at Springfield, Mass.

Ice Skate Campaign Coming from Chicago

The Nestor Johnson Manufacturing Company, Chicago, maker of Nestor Johnson North Star Tubular Skates, has reserved space in a number of national magazines for an advertising campaign which will start "as soon as ice-making weather sets in."

Nera-Car Account with Lesan Agency

The advertising account of the Nera-Car Corporation, Syracuse, N. Y., has been placed with the H. E. Lesan Advertising Agency, New York. Trade papers will be used in the early stage of an advertising campaign.

Anuario LA RAZON

published annually by Buenos Aires' leading afternoon daily.

ADVERTISING FORMS CLOSE IN THE UNITED STATES OCT. 31 FOR THE 1922 EDITION

Write for Sample Copy and Rates

E. H. MILANI

432 FOURTH AVE. MAD. Sq. 3060

"GIBBONS Knows CANADA"

TORONTO

MONTREAL

WINNIPEG

Classified Advertisements

First Forms Close Friday Noon; Final Closing Monday Morning

HELP WANTED

World's Fastest Selling Auto Accessory!

County distributors wanted; write today. G. L. W. Spring Oil Co., San Diego, Cal.

REPRESENTATIVES WANTED

Men in every large city to represent highest grade, authoritative British Trade publications. Send for sample copies and proposition. Box 654, P. I.

SALESMAN acquainted with buyers and who can obtain orders for sales check books can make favorable commission arrangements with leading Chicago concern in this line. Wirth Sales Book Co., Dept. P, Chicago.

WANTED—An experienced advertising solicitor for an afternoon daily newspaper, in a city of 8,500. Must be able to prepare and sell copy. Apply Bismarck Tribune Company, Bismarck, N. D. State salary expected in first letter.

Advertising Writer (head of department) wanted by Eastern Department Store. Compensation \$3000 to \$4000, according to qualifications. Applicants to be considered must give details of previous positions held and submit some specimens of work. Address Box 634, care of Printers' Ink.

WANTED—Here is an excellent opportunity for a young man to connect with one of the most reliable and progressive printing establishments in New York City. Initiative, resourcefulness and close application will make this a life proposition; unlimited advancement for the right party. Must be thoroughly versed in every phase of the printing business, estimating and selling. Must understand ordering drawings, engravings, paper, etc. Address Box 637, P. I.

BRAINS and ACTION

sometimes go together. I want both. Do you know the detail of advertising-printing, art, media, copy? Can you write English and make layouts?

HAVE YOU ORIGINALITY?

Could you help in planning our advertising policies and campaigns? Could I say to you, "Here, do this, please," and then forget the matter with full assurance that it would be promptly returned, well done? Are you careful, accurate, dependable? Would you like a job in the Advertising Department of a Food Manufacturer in an Eastern city (not New York)? Then write, STATING SALARY.

Box 653, Printers' Ink.

WANTED—Man to handle Direct-Mail Advertising work of large, well-established automotive specialty manufacturers in Middle West. Capable of preparing copy, letters, circulars, etc. Give references, experience and salary required. Address Box 389, Massillon, Ohio.

COPY WRITER

Large Manufacturer with extensive advertising program has opening for copy writer with initiative and productive ability who is willing to start at a modest salary and win his advancement. Give full details as to experience, age, salary, etc. Address Box 638, P. I.

Wanted—Writers on business topics to furnish special articles for Dealer and Internal House Organs issued by large manufacturer. Space fillers not wanted, but meaty, practical articles written in a style that will "get across." If this interests you, write telling us what you have done in the field and what your charges would be. Box 644, P. I.

Large publishing house requires immediately as permanent addition to staff a successful trade or technical advertising salesman acquainted in automotive trades, especially in Central West. In replying, please give full details regarding education, age, complete business history and past earnings. Box 649, Printers' Ink.

WANTED!

A REAL SALESMAN

A "Young" advertising agency is now ready to take on its "star" salesman. To a real "two-fisted-fighting" man a salary in keeping with results produced and partnership in the agency is offered. "Drifters" and "promisers" please do not waste our time and yours. Address Box 650, Printers' Ink.

ADVERTISING SALESMAN FOR TRADE PAPER

A young man with personality, some experience and real ambition. It will be hard work, but a permanent and profitable connection is assured. Write fully your scholastic and business career. Confidential. Address Box 667, P. I.

Copy Writer Wanted—This is a position that requires ability to plan complete newspaper campaigns, write the copy, make layouts, buy the art work. It is necessary, also, to have a thorough understanding of lithographing and color printing.

This is a long-established Chicago concern—a leader in its field with a business that covers the United States and Canada—and expanding rapidly.

We want a man who is looking for a permanent connection. Answers invited. Box 651, Printers' Ink, Chicago Office.

MISCELLANEOUS

LITTLE ADS are making big money for numerous advertisers. Let us show you Catalog of selected lists, prices, free on request. Scott & Scott, Adv. Agency, 220 W. 42nd St., New York.

Distinctive business cards, letterheads, wedding and other announcements, in engraving and embossed effects. NON-PLATE ENGRAVING COMPANY, 114 West 56th St. Tel. Circle 3959.

HAVE FOR SALE 450 sets 7-volume Business Administration Course, 1921. Copyrighted; beautifully bound. A fine chance to get started in Correspondence School Business. Address Box 635, care of Printers' Ink, Chicago Office.

Printing Plants and Businesses

Bought and Sold
Printers' Outfitters
CONNER, FENDLER & CO.
New York City

House-organs, folders, booklets, etc. Well-equipped concern doing work for New York firm for many years can take additional work. High-class; prompt delivery, close co-operation. **STRYKER PRESS, Washington, N. J. Phone 100.**

ADVERTISING BUSINESS FOR SALE

Established 8 years; Kansas City industry operating nationally; connected with publishing and automobile line; large earnings; unlimited possibilities; will sell account ill-health; take \$20,000 to \$25,000 to handle; reasonable terms. If you mean business will arrange personal interview. Address C. H. Minor, Shukert Bldg., Kansas City, Mo.

For \$25.00

You can get your inch display ad in 100 New York State Weekly papers. 47 Pennsylvania, 10 Connecticut, 53 New Jersey. These are country newspapers. Every line is read. These people buy. I write your copy free. Sales Letters written, \$15.

LAWRENCE F. DEUTZMAN,
Advertising,
507 Fifth Avenue, New York City.

Established Sales Agency can handle one or more high-class lines. Now covering Georgia, Florida and Alabama selling retail and general stores. High-powered salesmen. Special distributors in large cities. Progressive, satisfactory representation. Bank references. P. O. Box 351, Atlanta, Ga.

PUBLISHERS' REPRESENTATIVE— NEW YORK CITY

Well-organized special representatives desire to add to list one standard general medium or trade paper. Can cover New England, Greater New York and eastern Pennsylvania. Straight commission basis. Wide acquaintance with advertising agencies and leading industries. Box 642, Printers' Ink.

POSITIONS WANTED

Assistant Advertising Manager's or copy writer's position sought by college graduate whose record proves that her copy and layouts bring results. Employed. Address Box 665, Printers' Ink.

Advertising Manager—Agency executive, 8 years' copy and merchandising work, seeks connection with manufacturer as advertising manager. College man, married, splendid record. 663, P. I.

Layout Man—Typographer

Fairly intelligent. Knows type and how to use it in advertisements. Whole or part time basis. Address Box 641, P. I.

EDITOR—College woman; first-rate experience; with business publication 3 years; executive; accurate. Box 646, Printers' Ink.

College Woman, domestic science expert, wants connection where her knowledge of foods, food problems and the average housewife's viewpoint can be used to advantage. Address Box 657, care of Printers' Ink.

SALES MANAGER

Thoroughly experienced in all phases of modern sales management. Capable of assuming full charge of selling organization. Good merchandising knowledge. Knows how to help the dealer get best results. Experienced in hardware, drug, jewelry and sporting goods specialties lines. Age 36, Gentle. Box 658, P. I.

YOUR TECHNICAL ACCOUNTS

Mechanical engineer, who has built and operated machinery as well as advertised it, offers to agencies and manufacturers his knowledge of the viewpoint of the technical purchaser and user and his experience in preparing productive advertisements, booklets and mailing pieces for industrial concerns; 8 years' combined engineering, manufacturing, sales and advertising experience at your service on a part-time basis. Will prepare single advertisements or complete campaigns for technical accounts not competitive with his present clients. Address Box 666, care of Printers' Ink.

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664, Print

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Oct. 27, 1921

Account Executive—7 years with leading agencies. Familiar with all forms of advertising, copy, contact, merchandising. College man, married, good record. Box 664, Printers' Ink.

Editorial Service, including manuscript editing; preparation of copy for printer, and reading of proof. General book, magazine and publicity experience. Moderate rates. Box 648, Printers' Ink.

Advertising Manager, married, now employed, wishes position on newspaper in city of 25,000 or better. Have had seven years' experience in display and classified advertising. Address P. O. Box 116, Grove City, Pa.

EDITOR—Experienced man wants position as magazine or trade-paper editor. Interview in Chicago, where now located and employed. Photo and full information on request. "A. F. A. M." 9849 South Wood St., Chicago.

ADVERTISING ASSISTANT

Young man (22), ambitious, reliable, advertising student, 5 years' agency experience, production work, seeks connection with agency or national advertiser. Box 652, care of Printers' Ink.

Advertising Solicitor—24; formerly with N. Y. American; understands copy writing, layouts; versatile. Desires opportunity as Display or Classified advertising solicitor with magazine, newspaper or agency. Available immediately. Box 640, P. I.

TECHNICAL

Advertising Manager with comprehensive experience in trade and industrial advertising and journalism now available for position with manufacturer, trade paper or agency. Graduate engineer. East preferred. Box 643, care of Printers' Ink.

RESEARCH MAN

university trained, statistician, thoroughly experienced, with ability and personality permitting direct contact with clients, is looking for his last job. Single, 28, \$3000; will go anywhere. Box 660, care of Printers' Ink.

MY PRESENT WORK MY BEST RECOMMENDATION

Young college woman wants a better opportunity. Has tact, initiative, decision. Possesses ability to see a job that needs doing—and doing it. Past secretarial experience and present work with one of the largest publishers in women's field fits her for assistant to advertising manager in woman's specialty field. Address Box 655, care of Printers' Ink, Chicago office.

ADVERTISING

Wish to connect with an agency that offers an opportunity of learning the advertising business. I am a linotype operator and can take charge of this department. Will invest if business can stand rigid investigation. State detailed information in first letter. Box 639, care Printers' Ink, 185 Madison Avenue, New York.

Highly Trained Woman Editor, with wide experience on literary magazines, thoroughly familiar with make-up, proof-reading, editing copy, planning issues, interviewing public men, writing articles, etc., would like editorial position on live publication. Hard worker. Address Box 656, care of Printers' Ink.

ADVERTISING MANAGER

capable executive, with thorough knowledge of all phases of national, local and direct mail campaigns, seeks an opportunity with progressive manufacturer or agency; 28, single, college trained, present salary \$3200. Box 661, P. I.

EDITORIAL MAN

I have had eight years' experience on the editorial staffs of consumer newspapers and trade magazines and am open for a position. Last with leading textile magazine. Can do reporting, editing or make-up. Address replies care of Box 636, Printers' Ink.

CATALOG COMPILER

Thoroughly experienced on automotive accessory and hardware catalogs, that can build a catalog to meet the individual's trade requirements, desires connection with firm that issues trade catalog. Address Box 662, Printers' Ink.

YOUNG MAN, WITH PRACTICAL ADVERTISING AND PRINTING EXPERIENCE, DESIRES POSITION AS SOLICITOR FOR MAGAZINE, CONTACT MAN WITH AGENCY, or some similar position that would enable me to spend at least part of my time outside. Well educated and excellent references. Box 647, Printers' Ink.

Are you going to send a representative to Europe, especially to Germany, Russia, Poland or Italy?

You require not only a capable, trustworthy man who is versed in many languages, but a man with intensive industry, self-denial, a sense of humor, knowledge of business character and sentiments of the people you are going to deal with. May I have a chance to prove this?

Address Box 645, Printers' Ink.

Agricultural Sales Executive Available

Somewhere in the agricultural implement field there is a substantial institution looking for a business builder, an executive—an organizer—a producer—a leader and molder of men—a man who can take over the sales end and consistently and permanently increase the company's business—a man who knows the agricultural field from A to Z by 17 years of solid experience—a man whose reputation bears a history of substantial performance—a man who knows, personally, hundreds of big dealers over the U. S. and Canada. A letter will obligate neither of us—in fact, it may profit us both. Write me today. Address Box 659, Printers' Ink.

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Co-working With Agencies

The nation-wide service of the Thos. Cusack Co. affords accredited advertising agencies the opportunity of using **OUTDOOR ADVERTISING*** on behalf of any client in practically any city or town in the United States or Canada.

**Poster Advertising
Painted Display Advertising
Electric Spectacular Advertising*

Thos. Cusack Co.

Outdoor Advertising—Nation Wide

CHICAGO
Harrison & Loomis Sts.

NEW YORK
Broadway at 25th St.

Outdoor Advertising builds sound, enduring business

The TRIBUNE IS FIRST IN CHICAGO

CIRCULATION The city and suburban circulation of The Sunday Tribune is 90,000 greater than that of any other Chicago paper. Its total circulation of 800,000 reaches one-fifth of the families of Illinois, Indiana, Iowa, Michigan and Wisconsin.

ADVERTISING Reports of the Advertising Record Company for September show that The Tribune led all other Chicago papers in Want Advertising, in Display Advertising, in Local Advertising, in National Advertising, and, of course, in Total Advertising. The Tribune was FIRST in 23 out of the 33 chief display classifications, as indicated below:

The Tribune was FIRST in:	The News was FIRST in:
Advertising Agencies	Churches
Amusements	Department Stores
Automobiles	Groceries
Building Materials	Household Utilities
Clothing	Jewelers
Confectionery	
Educational	The Herald-Examiner
Financial	was FIRST in:
Florists	Toilet Preparations
Furniture	Coal
Heating and Ventilation	
Motion Picture Plays	The American was FIRST in:
Musical Instruments	Medical
Office Equipment	
Opticians	The Journal was FIRST in:
Paints	Public Utilities
Pens	
Publishers	The Post was FIRST in:
Resorts	Railroads
Restaurants and Hotels	
Rubber Heels	
Tobacco	
Trunks and Bags	

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

For The Tribune's 1921 BOOK of FACTS or for reprints of The Tribune's campaign on PRICES and WAGES write on business stationery to any of these addresses.

512 Fifth Ave., New York. Tribune Bldg., Chicago. Haas Bldg., Los Angeles